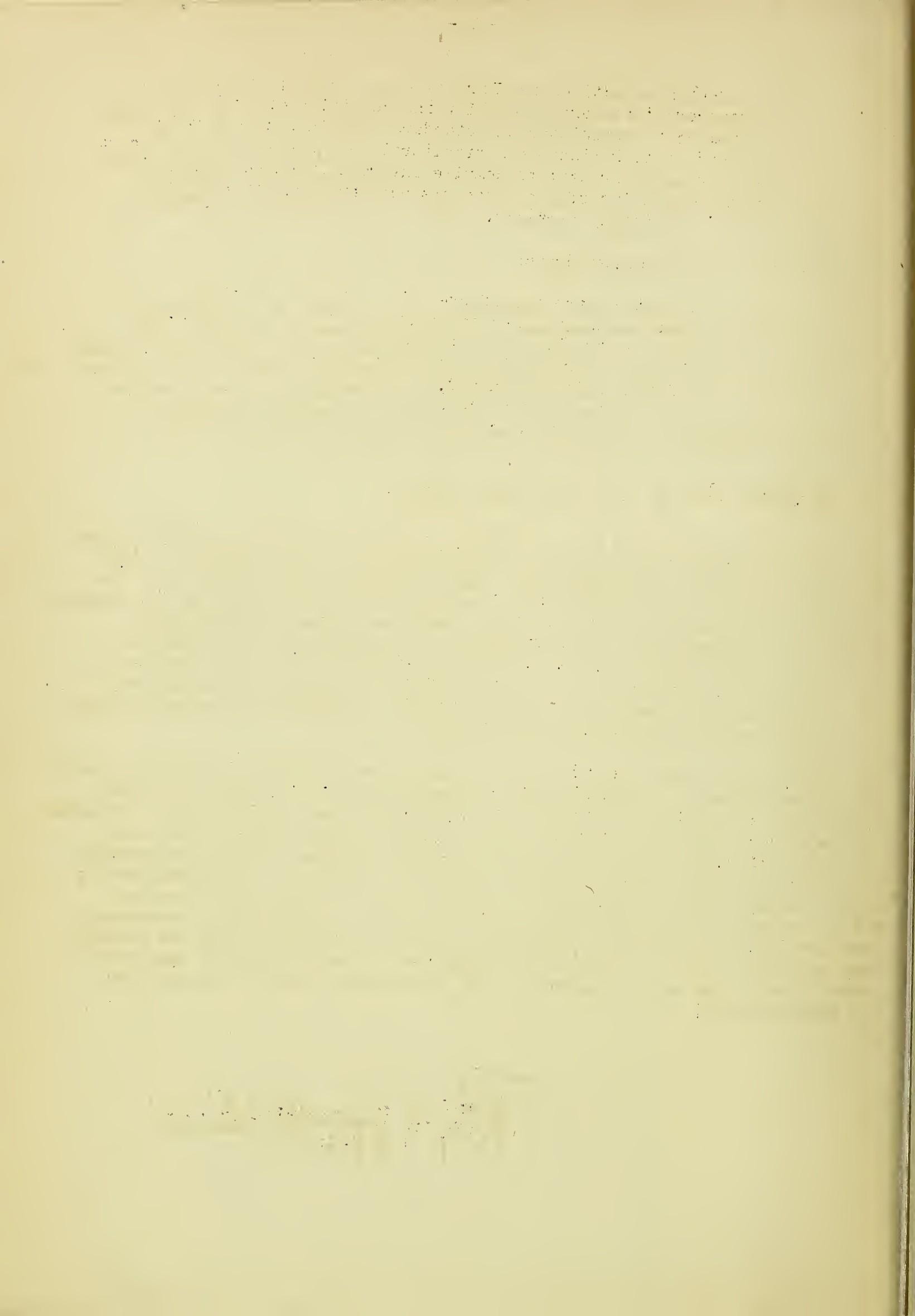


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UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

March 24, 1942

ADMINISTRATOR'S MEMORANDUM NO. 2

Supplement A

Functions of Transportation and Warehousing Branch Redefined

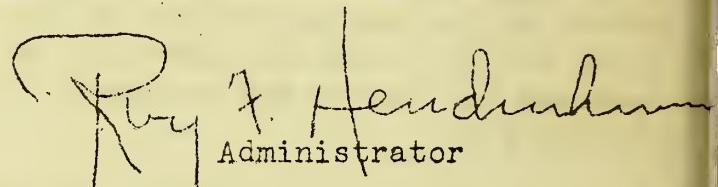
Secretary's Memorandum No. 994, dated March 16, 1942, redefined and added to the responsibility of the Agricultural Marketing Administration for the physical distribution and handling of farm products between the farmer and consumer. The Secretary's memorandum is as follows:

"Effective immediately the Agricultural Marketing Administration will have primary responsibility for all action programs dealing with the physical distribution and handling of farm products between the farmer and the consumer, including transportation, storage, processing, standardization, market organization and marketing facilities. This does not include transportation or warehousing activities that are an incidental but essential part of other action programs of the Department such as Commodity Credit or Crop Insurance programs or activities essential to the administration of lending functions of the Farm Credit Administration and its agencies, but does include all activities the primary importance of which is transportation, storage, processing or otherwise facilitating the movement of goods from farm to consumer. This Administration shall keep informed about all problems in this field, make such investigations as are necessary, and take whatever steps it can to make the distribution of farm products as efficient as possible.

"More specifically this work includes operational investigations of transportation costs, rates and services; preparation of material for presentation before regulatory bodies, working out plans to facilitate the movement of farm products by rail, truck and boat; analyzing the storage situation and taking such steps as are necessary to prevent congestion in distribution; administration of the Warehouse Act; preparing cold storage and dry storage reports and handling other matters pertaining to cold storage warehousing; developing adequate processing and marketing facilities for efficient handling of the various farm products. In carrying out

this work, this Administration shall work with other Federal and State agencies (through the Office of Agricultural Defense Relations with those agencies for which OADR has liaison responsibility), and with trade and farm organizations to whatever extent is desirable to facilitate the work."

The authorities and responsibilities delegated by the Secretary's memorandum, quoted above, dealing with transportation, storage, processing, market organization and marketing facilities, are hereby delegated to the Transportation and Warehousing Branch of AMA, subject to the general direction of the Administrator's Office.


Roy F. Hendrikson
Administrator

F-157

UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

March 11, 1942

ADMINISTRATOR'S MEMORANDUM NO. 2

Supplement B

Assignment of the Marketing Division functions, Personnel,
Funds, etc.

The functions of the Marketing Division of the Surplus Marketing Administration were distributed among the several commodity branches of the Agricultural Marketing Administration by Administrator's Memorandum No. 2. This assignment of functions included the transfer of:

1. The peanut marketing agreement and diversion program and the functions affecting livestock, meats, wool, fish, fats and oils, including cottonseed and fish oils, to the Livestock Branch.
2. The functions affecting cotton to the Cotton Branch.
3. The potato marketing agreement program and the functions affecting sugar, honey, and vitamins (except vitamins derived from fish oils) to the Fruit and Vegetable Branch.
4. Functions affecting food and feed grains, including rice, to the Grain, Feed and Seed Branch.
5. Functions affecting tobacco to the Tobacco Branch.

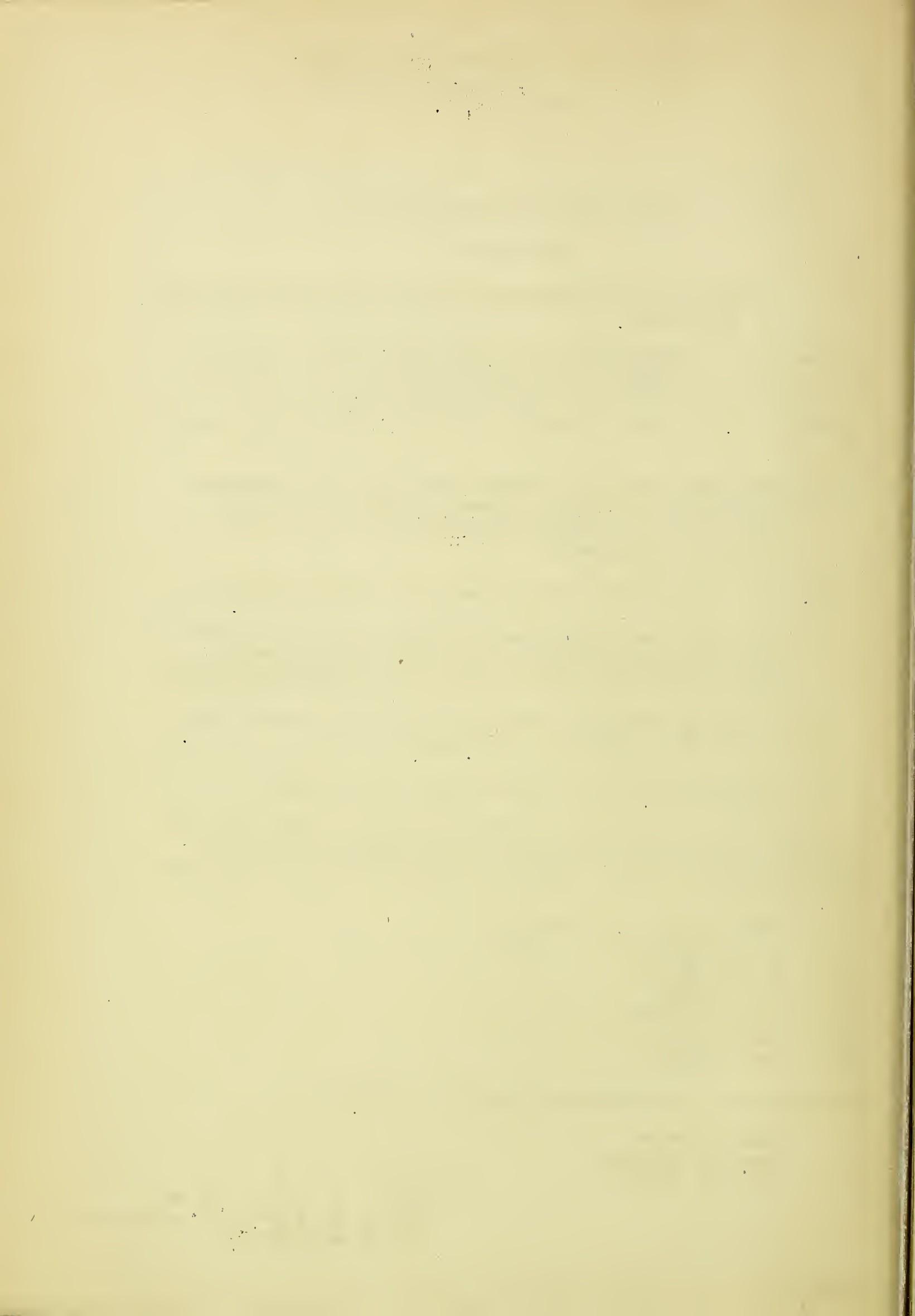
I am appointing the following committee to further define this re-assignment of functions and to work out the proper allocation of funds, personnel, records, equipment, and space among the commodity branches:

Ralph W. Olmstead, Chairman
J. B. Wyckoff
Charles E. Gage
C. W. Kitchen
Edward J. Murphy
Harry E. Reed
Carl Robinson

I am appointing the following to assist the committee:

Leland Barrows
James E. Hoofnagle
Walter J. Murphy

Ray F. Hendrikson
Administrator



UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

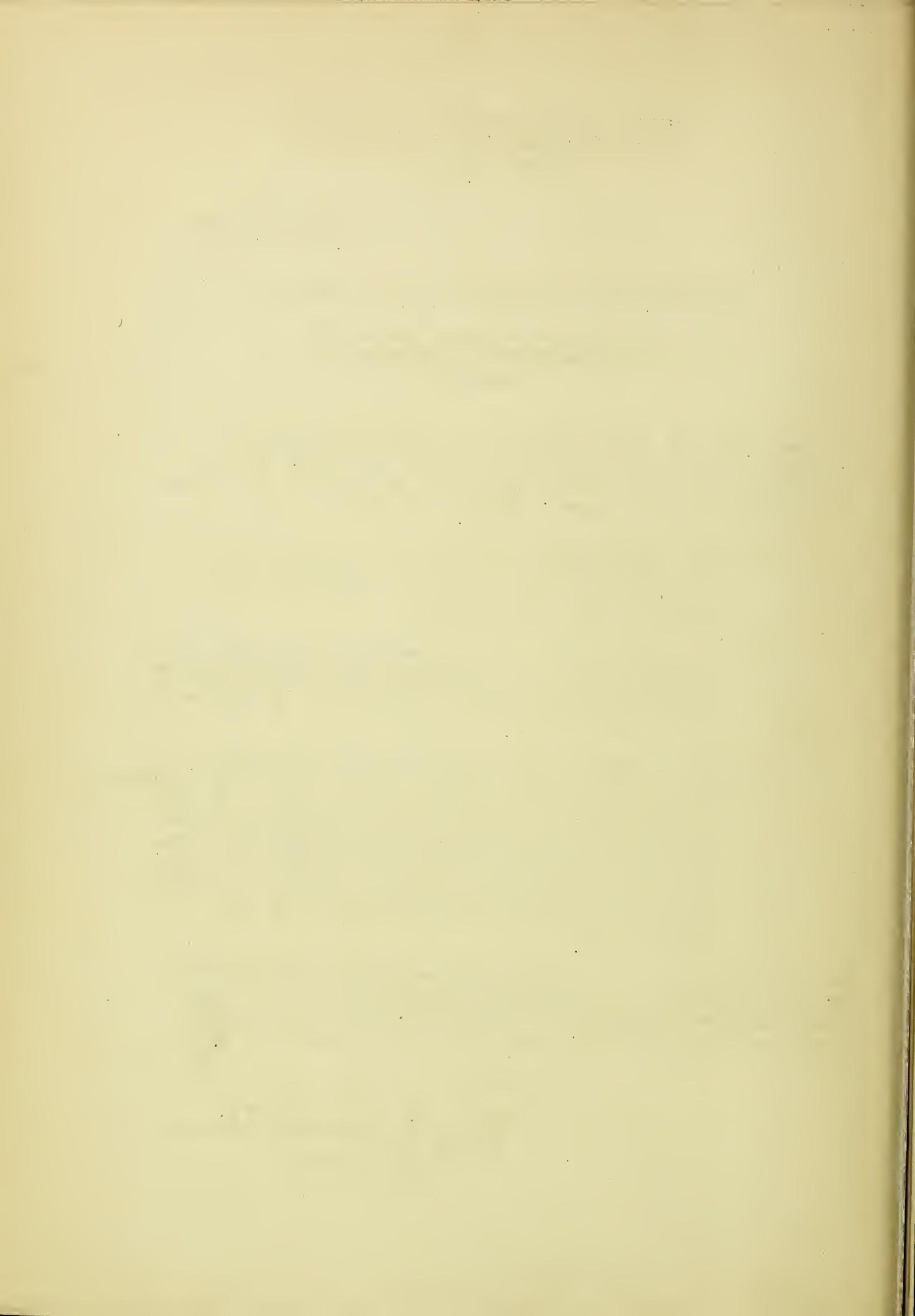
March 25, 1942

ADMINISTRATOR'S MEMORANDUM NO. 2, SUPPLEMENT C

Instructions Regarding the Signing
of Correspondence, Memoranda, or
Documents

1. The Chief (or, in his absence, the Acting Chief) of each division or Branch of the Administration is authorized to sign or initial all correspondence, memoranda, or documents pertaining to the work of his Division or Branch, except that
 - (a) all communications addressed to the Secretary, or that are prepared for the signature or approval of the Secretary, shall be prepared for the signature or initials of the Administrator;
 - (b) all dockets dealing with non-regulatory programs of the respective Divisions or Branches shall be initialed or signed both by the Chief of the Division or Branch, and by the Administrator;
 - (c) all documents which pertain to regulatory programs, and which, under existing rules or regulations of the Department, are authorized to be signed by an official of the Agricultural Marketing Service, the Commodity Exchange Administration, or the Surplus Marketing Administration, respectively, shall be initialed or signed both by the Chief of the Division or Branch to which administration of any such program is now assigned, and by the Administrator.
2. The authority of the Associate and Assistant Administrators, and of the Assistants to the Administrator, to sign or initial correspondence, memoranda, or documents shall be governed by informal authorizations which may, from time to time, be made.


Roy F. Huddleston
Administrator



UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

April 24, 1942

ADMINISTRATOR'S MEMORANDUM NO. 2

Supplement D

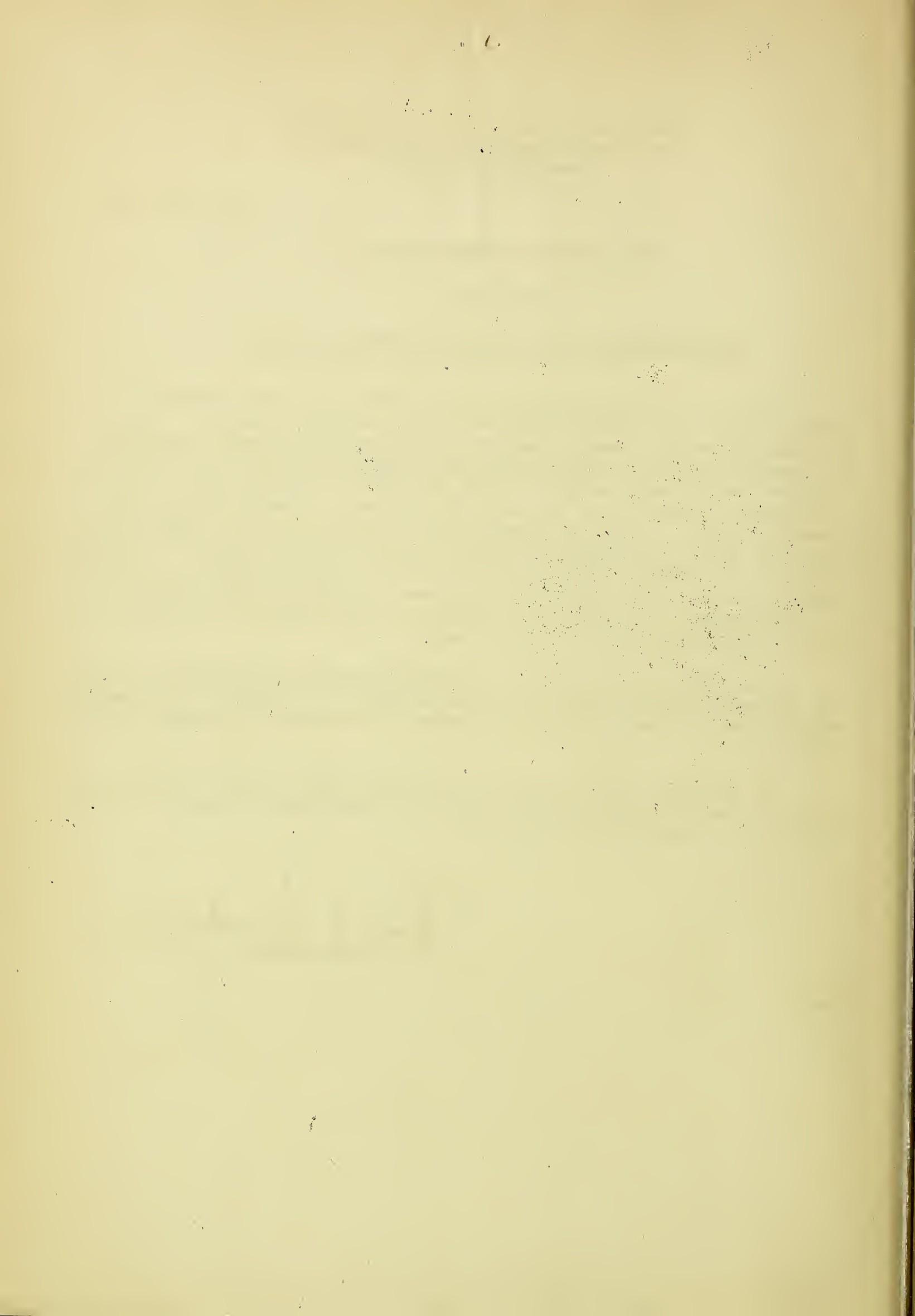
Establishment of the Program Appraisal Division

There is hereby established within the Agricultural Marketing Administration the Program Appraisal Division. This Division is to be responsible for a general review and analysis of programs, services and regulations of the Agricultural Marketing Administration in order to measure their effects on farm income, on prices, on costs, methods and practices of marketing, on the kinds and degrees of competition in the marketing system, on the consumption of farm products by the Nation as a whole and also by particular groups of consumers, and on related problems which are of concern to agriculture and to the public generally. On the basis of these investigations and analyses, the Division will propose to the Administrator any changes in existing programs which may be needed to improve their usefulness and efficiency.

The Division also may, on assignment, consider and analyze proposed new programs, services and regulations in order to estimate their potential benefits and to develop concrete programs to supplement or replace existing activities.

In carrying out its work, the Division shall cooperate to the greatest possible extent with the Bureau of Agricultural Economics or with other agricultural research agencies.


Roy J. Endishon
Administrator



UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

May 27, 1942

ADMINISTRATOR'S MEMORANDUM NO. 2 ✓

Supplement E ✓

Functions of Marketing Reports Division in Regard to
Regional Information Activities

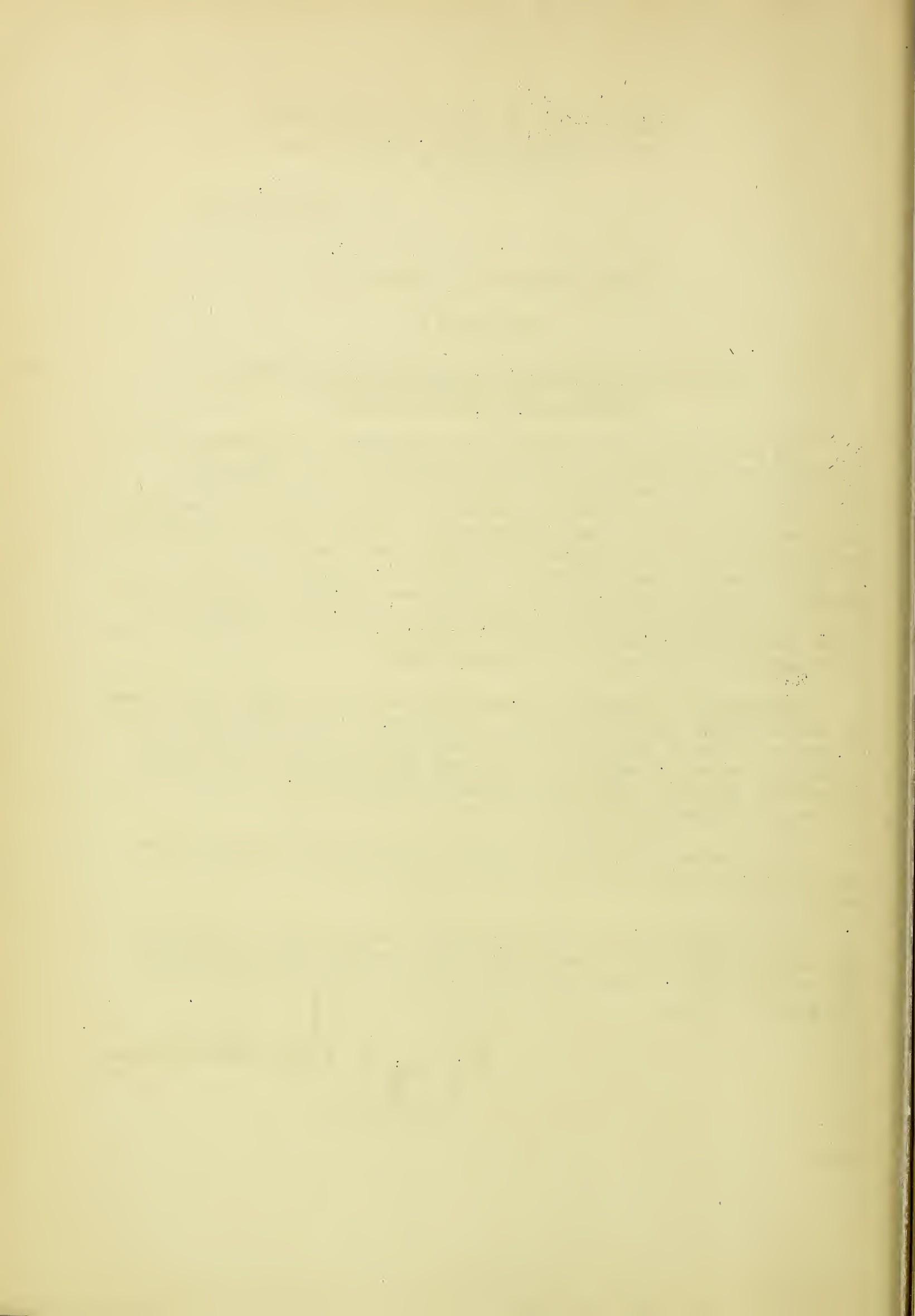
The Marketing Reports Division is responsible for informational activities in the field as well as in Washington, and commensurate authority is to be recognized. The informational work of regional men should be directed primarily toward the objectives of the Branches under which they operate, and Branch heads or Branch Regional Directors should continue to have general supervision over the work of the men in their organizations engaged in informational activities. On matters of general information policy, however, and on specific matters within its discretion, the Marketing Reports Division is expected to issue instructions either through the Branch heads, through the Regional Directors, or directly to information units.

Regional men engaged in informational work should get the approval of the Marketing Reports Division, either direct or through the Regional Directors or Branch heads under whom they operate, before issuing any printed or processed materials other than press releases and similar day-to-day material. This also applies to exhibits and to any articles that may be prepared for more than local dissemination.

When changes of personnel in field information units are to be made the advice and approval of the Marketing Reports Division should be obtained.

The Marketing Reports Division should be kept fully informed of the informational activities in the field in order that it may carry out its function of coordinating the entire informational activity of the Administration.

Roy J. Ferdinand
Administrator



UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

July 18, 1942

ADMINISTRATOR'S MEMORANDUM NO. 2

Supplement F

Assignment of Responsibility for Investigative Functions
of the AMA

The Investigation Division shall conduct periodic and special investigations of all the programs and activities of the Administration, both in Washington and the field, including the investigation of alleged malfeasance or misfeasance on the part of any employee, or firm, or individual dealing with the Administration, except as provided in paragraph 3. These investigations shall include: purchase activities under lend-lease, Section 32, TEP, Red Cross, etc.; marketing agreements and orders; diversion and export programs; alleged criminal violations in connection with the distribution programs, including the food stamp plan, direct distribution, school lunch, school milk, and low-cost milk; and other assignments as made by the Administrator from time to time.

The Investigation Division will be responsible for prescribing and installing accounting systems for agencies administering marketing agreements insofar as the installation of accounting systems for such agencies is consistent with the applicable marketing agreement or order; for auditing the books of milk market administrators, and for making enough sample audits of the books of control committees under marketing agreements for fruits and vegetables to determine the adequacy and accuracy of commercial audits of such books; for providing consultative service on accounting, investigative and litigation problems; and for performing regulatory accounting as assigned by the Administrator.

The investigative and audit work performed under the provisions of the Commodity Exchange Act and the Packers and Stockyards Act shall be conducted by the Commodity Exchange Branch and the Livestock Branch respectively. Other investigative activities now conducted as an integral part of the programs of the several branches in enforcing regulatory laws will be continued as at present.

The periodic inspection of retailers participating in the food stamp plan commonly referred to as "test purchases," formerly conducted by the Investigation Division, is hereby assigned to the Distribution Branch. It is the responsibility of the Distribution Branch to report to the Investigation Division any information or evidence arising out of the "test purchase" activities which indicates the probability of criminal violations.

The Personnel Division is responsible for the character investigation of prospective employees and alleged personal misconduct on the part of employees of the Administration.

This reassignment of investigative functions will make it possible for the Investigation Division to devote more attention to the examination of our purchase activities and other major programs requiring highly skilled investigative ability.

The transfer of funds, personnel, equipment, and records resulting from the changes in the investigative functions will be handled through the office of Ralph W. Olmstead, Assistant Administrator.

This functional statement supersedes the functional assignment of the Investigation Division contained in Administrator's Memorandum No. 2, page 4, and amends the functional statements contained in the same memorandum pertaining to the Personnel Division and the Distribution Branch.

Mr. William H. Duggan is designated as Chief of the Investigation Division to succeed Mr. Guy Hottel, who resigned May 1 to accept a position with the FBI.

The provisions of this memorandum shall be effective July 15.

Roy J. Henderson
Administrator

UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

August 6, 1942

ADMINISTRATOR'S MEMORANDUM NO. 2

Supplement G

Defining Functions of the Marketing Reports Division in
Connection With Market News Service

Administrator's Memorandum No. 2 assigned responsibility to the Marketing Reports Division "to provide current reports on market conditions for all farm commodities." In the functional description of each commodity branch provision was made that market news functions were to be under the general policy supervision of the Division of Marketing Reports. This memorandum is to define in more precise terms the division of responsibility between commodity branches and the Division of Marketing Reports.

Branch Chiefs have administrative responsibility and authority over the personnel of the market news services in their particular commodities but should cooperate with the Marketing Reports Division in carrying out the recommendations made by that division. In cases where the Branch Chief or Chiefs concerned and the Marketing Reports Division are in disagreement on such recommendations, the matter shall be referred to the Administrator or Acting Administrator.

1. The Marketing Reports Division shall make studies to ascertain the coverage of market reports for all commodities, the need and advisability of further coverage or revision of present coverage and recommend ways in which such extension or revisions may be made.
2. The Marketing Reports Division shall have general supervision over the style in which market reports are prepared for mimeographing, press and radio use in order to make our reports of continually increasing value to farmers, consumers, and others.
3. The Marketing Reports Division should study Federal-State agreements dealing with market reports and recommend adjustments to make possible wider coverage and more effective operations. Proposed changes in existing Federal-State agreements on market news, and new agreements, shall be submitted to the Marketing Reports Division for recommendation.

4. The Marketing Reports Division should from time to time make studies of the traffic carried by the market news leased wire and recommend revisions in this traffic in order that transmission of market reports might be expedited and facilities of leased wire used more effectively. The Administrative Services Division shall continue to be responsible for the physical plant of leased wire and its personnel but allocation of time and priorities of the leased wire shall be subject to determination by the Marketing Reports Division.

Roy Ferdinandson
Administrator

F-278

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UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D.C.

August 13, 1942

ADMINISTRATOR'S MEMORANDUM NO.2

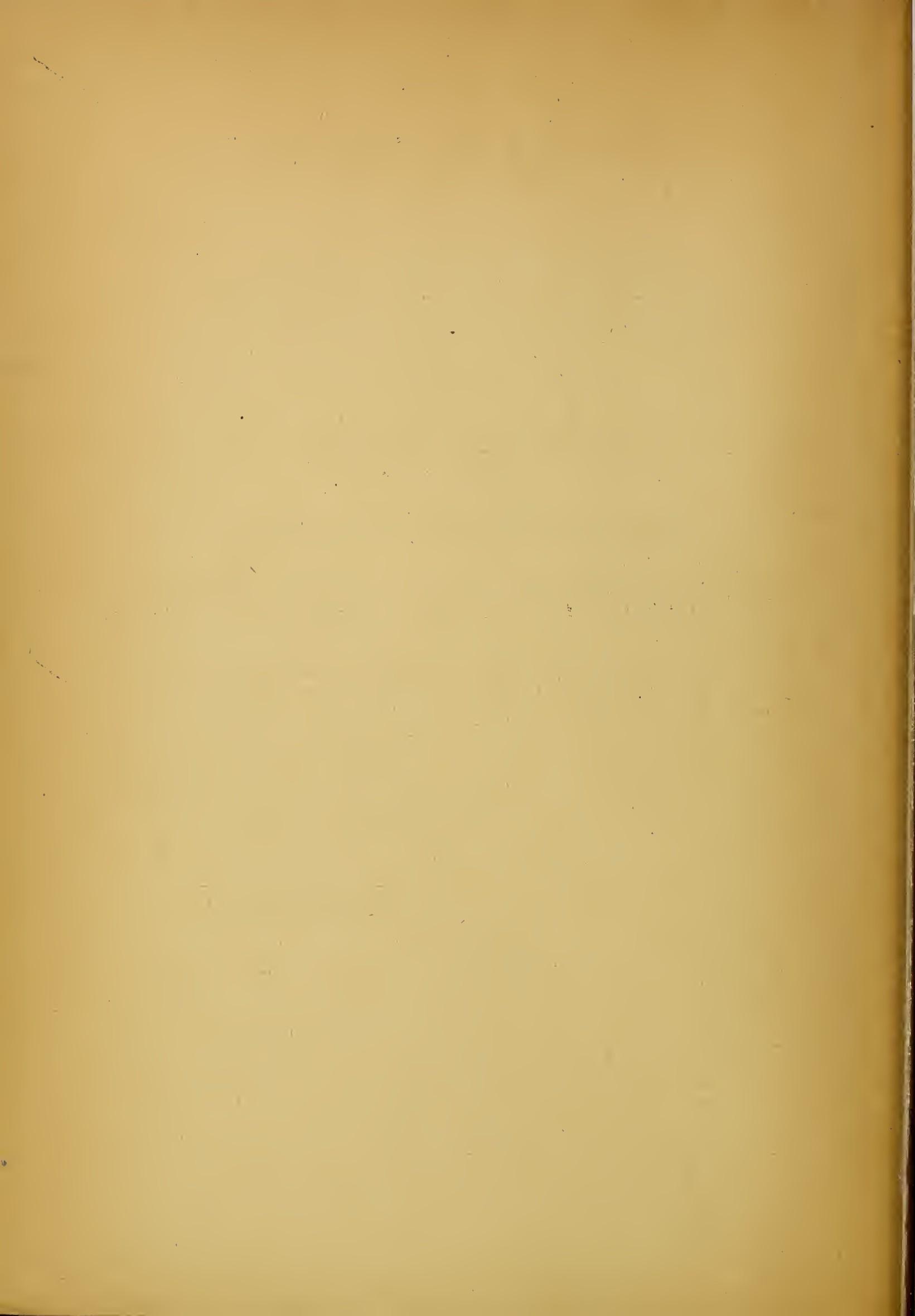
Supplement H.

Responsibility for Textile Vegetable Fibers

Administrator's Memorandum No. 2 is hereby amended to include responsibility for marketing operations of textile plant fibers other than cotton, including abaca, sisal, henequen, hemp, jute, kapok, flax and ramie. This responsibility is assigned to the Cotton Branch.


Roy F. Fenlischson

Administrator



UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

August 31, 1942

ADMINISTRATOR'S MEMORANDUM NO. 2

Supplement I

Establishment of Field Organization of the Agricultural
Marketing Administration

The organization of the Washington activities of the Agricultural Marketing Administration was announced in Administrator's Memorandum No. 2 on March 9. Since that time a great deal of thought has been given to the question of how AMA's activities can best be administered in the field, and numerous field officials have been consulted on problems of field organization and relationships.

Naturally there is no single viewpoint, since the organizations which have been merged in the creation of AMA followed different patterns of field organization. Each of the former patterns cannot be continued if AMA is to have a form of organization designed to delegate increasing responsibilities to the workers in the field.

The difficulties of regional organization of the Administration have been fully discussed and are well recognized. The fact is inescapable that field operations must be more closely unified. The program functions not closely enough related to integrate automatically must be coordinated. It is essential to AMA as a functioning organization that someone be able to speak for it as a whole in the several regions. Whatever the distinguishing characteristic of various functions may be, every function of the AMA contributes to our broad and continuous assignment--to improve the system which moves the produce of agriculture into ultimate consumption. That improvement will not come from a single method or a single program--it requires instead many methods, many programs, so organized and so related that they move together in an orderly, sensible way.

It should not be necessary for people to come to Washington to do business with AMA simply because the business involves the activities of more than a single branch or division. Likewise AMA needs--and has--people whose job it is to apply the broad concepts of AMA region by region to area and regional problems of marketing.

We want to make the transition to regional administration with as few personal adjustments as possible. The changeover can be orderly and systematic, interfering as little as possible with the efficiency of day-to-day operations. If we work together cooperatively as I am sure we will, we will all recognize substantial improvement shortly.

Each person assigned duties as regional administrator will have three stages in the development of his functions.

Effective September 1 he will assume duties as regional administrator, after assigning any present duties he may have to an associate who shall be in charge of that activity on an "acting" or pro tem basis. The first duties of the regional administrator shall be to discuss with the leaders of the principal lines of work in his region their problems and suggestions. During this period, the regional administrator shall acquaint himself fully with the kind and types of work assigned to AMA in the region. During this period there will be no change in the normal line of responsibility of field workers to their superior officers.

Effective September 15 the regional administrators will assume responsibility, by appropriate delegations, for functions in the administrative management field for their regions, including personnel, information and general business management.

Effective September 15 the field functions of the Distribution Branch will be assigned to the regional administrator for supervision.

Effective September 15 the field functions of the Purchase Branch incident to the administration of Section 32 will be assigned to the regional administrator for supervision.

Subsequently, other duties incident to new or existing programs will be delegated to the regional administrator for supervision. Washington branch chiefs and other executives are expected to suggest to the Administrator such territorial realignments of their work as to facilitate orderly delegation of supervisory work to regional administrators as rapidly as practical.

In addition, regional administrators shall have as their functions for the territories assigned to each:

1. To serve as the Administrator's personal representative.
2. To assume general leadership for the AMA in relationship with other agencies of the Department, other agencies of Government, and the public.
3. To suggest and transmit suggestions of other AMA workers in the region for improving our programs, the quality of our service and economies in administration.
4. To carry out promptly and efficiently instructions and policies of the Administrator or his associates including the chiefs of branches and administrative divisions. To eliminate any possible conflicts in instruction, an appropriate system of communication from

Washington to the field will be established. Generally speaking, however, all branch chiefs will transmit instructions to the field as before except in cases where supervision for an activity has been specifically delegated to a regional administrator. Then instructions will go to the regional administrator, except where, with the consent of the regional administrator, instructions are to be transmitted directly to a specific field worker or group of workers.

The regional administrator shall maintain at regional headquarters as small a staff as possible, consistent with the necessity of discharging promptly and efficiently his responsibilities. The pattern of organization in the various regions shall be as nearly uniform as possible consistent with the need for some flexibility reflecting the differences between regions in problems and work load. The organizational pattern of each regional office and amendments thereto shall be approved by the Assistant Administrator in charge of administration.

Each regional administrator shall recognize as functions and shall assign a person in charge of not more than one of the following areas of work: general management and service functions; distribution; marketing reports, purchase; supervision of inspections; program analysis and appraisal. Subsequently as other functions are assigned, this paragraph may be modified on application to the Administrator.

The regional administrator shall recommend and the appropriate branch or division chief shall pass on employees to be assigned to such key posts by the Administrator.

Arthur C. Bartlett is designated Special Assistant to the Administrator to establish a system of communication to regional administrators, to clarify and reconcile any possible conflicts in instructions and to seek improvement in the operating efficiency of the field establishment.

An adjustment to a regional system of administration such as this memo contemplates cannot be made over night. As a consequence, it is desired that each question be disposed of as expeditiously as possible, and to assist in achieving that goal the regional administrators will be brought into a central meeting once monthly for the next several months at which time problems will be disposed of as promptly as possible and on a basis which will provide as uniform a pattern as is practical among all the regions.

The regions and headquarters for each follow, together with the regional administrator for each region:

Northeast: New England States, New York, New Jersey, Pennsylvania, Delaware, Maryland, West Virginia - headquarters at New York City - Buell Maben, Regional Administrator.

Southern: Kentucky, Tennessee, Virginia, North Carolina, South Carolina, Georgia, Florida, Alabama, Mississippi - headquarters at Atlanta - Col. James H. Palmer, Regional Administrator.

Southwest: Arkansas, Louisiana, Oklahoma, Texas - headquarters at Dallas - Lester J. Cappleman, Regional Administrator.

Rocky Mountain: New Mexico, Utah, Colorado, Wyoming, Montana, Idaho - headquarters at Denver - E. O. Mather, Regional Administrator.

Pacific: Washington, Oregon, California, Nevada, Arizona, Hawaii, Alaska - headquarters at San Francisco - Merritt A. Clevenger, Regional Administrator.

Midwest: North Dakota, South Dakota, Nebraska, Kansas, Missouri, Iowa, Minnesota - headquarters at Des Moines - effective September 24 J. S. Russell, Regional Administrator; September 1 to September 24 R. H. Mather, Acting Regional Administrator.

Great Lakes: Illinois, Indiana, Wisconsin, Michigan, Ohio - headquarters at Chicago - E. O. Pollock, Regional Administrator.

Puerto Rico and the Virgin Islands will be handled as a separate unit out of the Washington office. The head of this office will be announced subsequently.

Roy T. Hendrickson
Administrator

UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

October 5, 1942

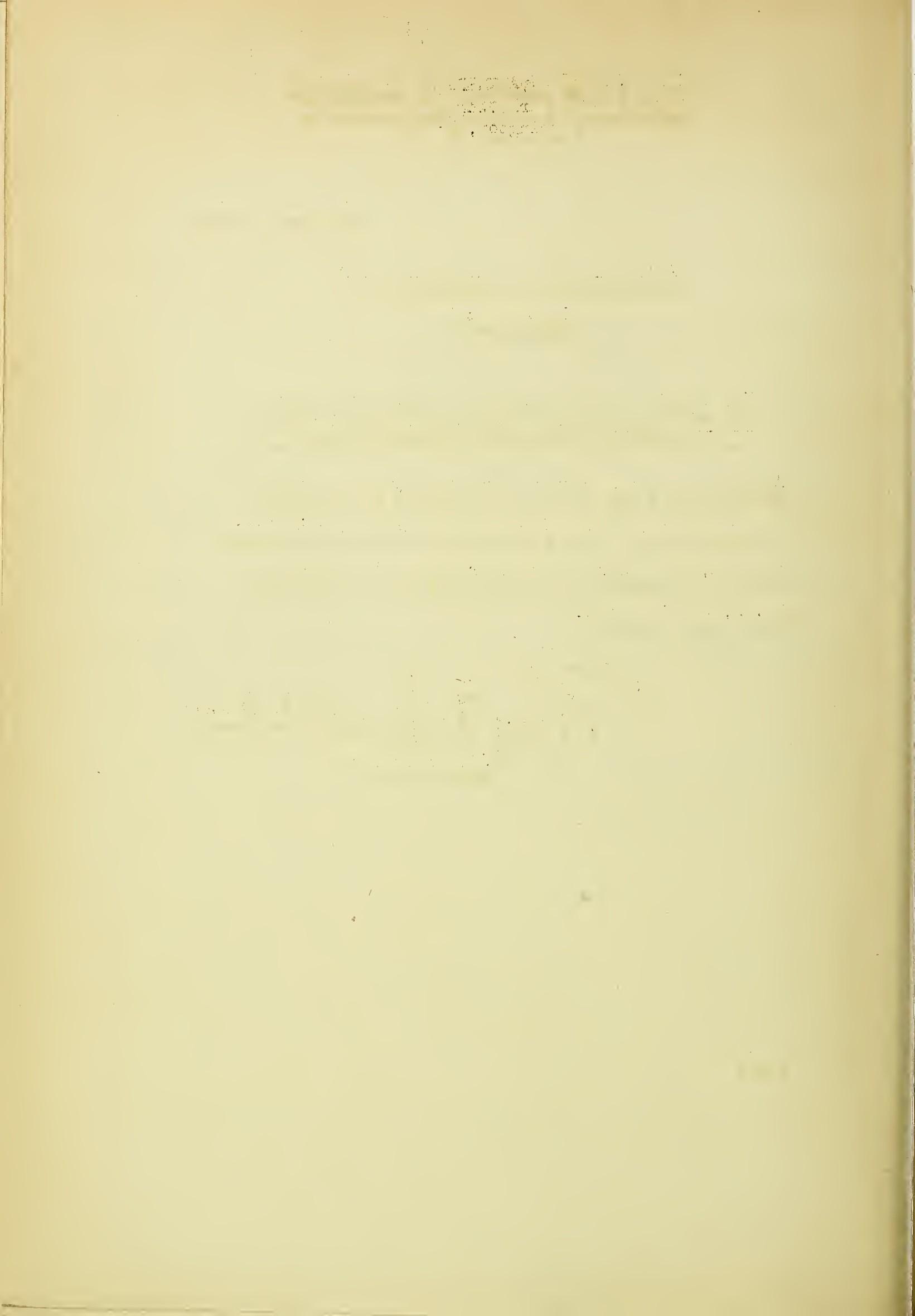
ADMINISTRATOR'S MEMORANDUM NO. 2

Supplement I

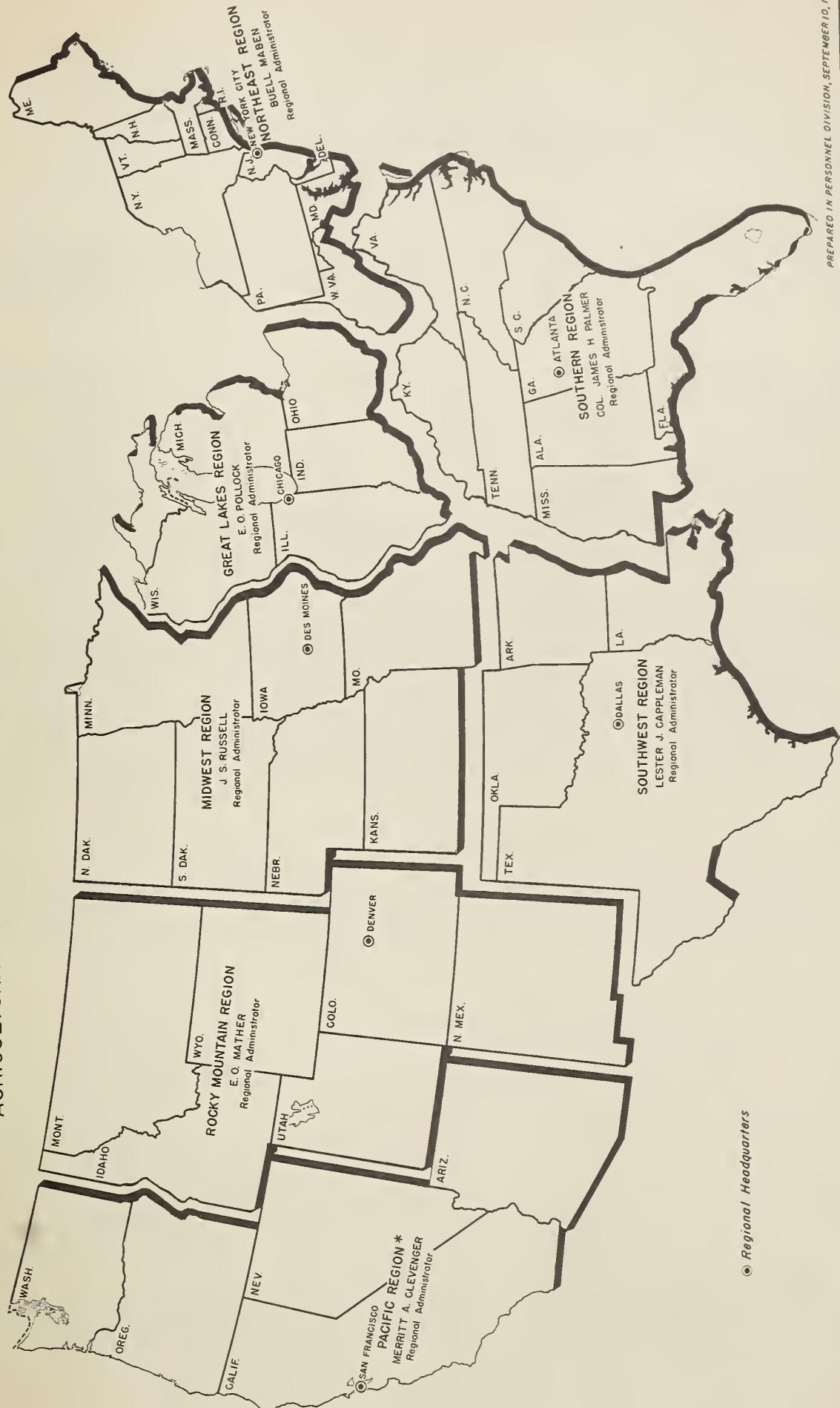
Map showing the Regional Reorganization of the
Agricultural Marketing Administration

Attached is a map showing graphically the regional reorganization of the Agricultural Marketing Administration, as described in Administrator's Memorandum No. 2, Supplement I.

Roy F. Fendrickson
Administrator



AGRICULTURAL MARKETING ADMINISTRATION REGIONAL ORGANIZATION

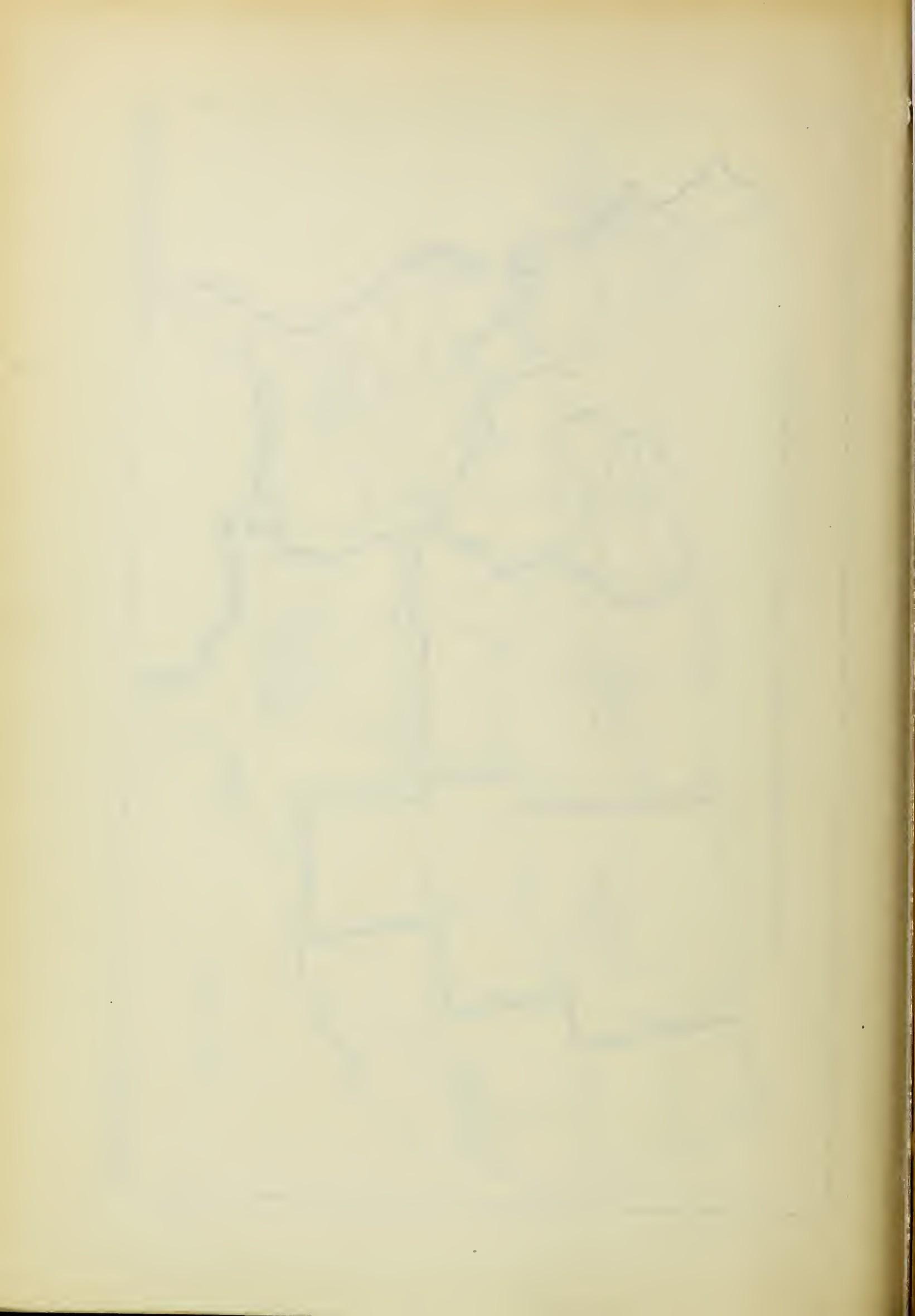


PREPARED IN PERSONNEL DIVISION, SEPTEMBER 10, 1942

NEG 572 AGRICULTURAL MARKETING ADMINISTRATION

* INCLUDES ALASKA AND HAWAII

U. S. DEPARTMENT OF AGRICULTURE



UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

September 12, 1942

ADMINISTRATOR'S MEMORANDUM NO. 2

Supplement J

Establishment of, and Delegation of Authority for, Regional Personnel, Administrative Services, and Fiscal Divisions

Administrator's Memorandum No. 2, Supplement I, establishing the regional organization of the Agricultural Marketing Administration provides that, effective September 15, the Regional Administrators will assume responsibility by appropriate delegation for functions in the administrative management field for their regions. The opportunities for effective administrative management in the regions as an adjunct to the total AMA program are great. It is the policy of the Administration to get this job done as close to where the work is being performed as possible.

The volume of work will vary from region to region, so that no hard and fast rules will be drawn for the number and grade of positions in each region. However, for the sake of uniformity and for adequate attention to management problems in each region there shall be established Personnel, Administrative Services, and Fiscal Divisions under the general direction of an Assistant to the Regional Administrator in charge of management.

Personnel

Authority is hereby delegated to the Regional Administrators to maintain a personnel service for all divisions and branches of the Administration which have offices within the physical boundaries of their respective regions.

All personnel files, records, and equipment which may at present be maintained in any of the various field offices of the Administration shall be placed at the disposal of the regional Personnel Division. In accordance with the provisions of Operational Instruction No. 7, the operating office will maintain only a skeleton record of the personnel in that particular office. The official personnel files, leave records, etc., will be maintained by the regional Personnel Division. Details of what records may be kept in the individual field office will be worked out between field office representatives and the regional Personnel Division.

The regional Personnel Division will have authority to deal directly concerning personnel matters with the appropriate persons in charge of the

various field offices, and in cooperation with such officers, is authorized to effect any personnel transactions which will contribute to improved personnel operations. The representative of the Agricultural Marketing Administration in charge of any field office should have authority to recommend to the regional Personnel Division that routine personnel actions be taken without prior approval of the Washington office of the appropriate branch or division.

The appointment of any person to a key position in any of the field offices will, of course, be submitted to the appropriate Washington branch or division for approval.

In order to expedite and improve the handling of personnel matters, the chief of each regional Personnel Division will be designated as a field employment officer with authority to consummate personnel transactions within limits permissible by law and Department regulations. The Regional Administrator and the Assistant to the Administrator will also be designated as field employment officers with authority to effectuate field personnel transactions. The authority so delegated under present limitations will enable the chief of the regional Personnel Division to make appointments, effect transfers, and approve promotions and separations for positions carrying salaries up to and including \$2300 per annum. This is in accordance with Secretary's Memorandum 603, Revised.

Additional responsibility will be lodged with the chief of each regional Personnel Division as rapidly as regulations permit.

Administrative Services

Authority is hereby delegated to the Regional Administrators to conduct the administrative services functions for all divisions and branches of the Administration which have offices in their regions. Chiefs of Administrative Services Divisions will procure space, supplies, equipment, and utilities services in their regions. Supplies will be secured through four regional warehouses located at New York, Chicago, San Francisco, Dallas, and through other designated warehouses. Regions not having supply warehouses will secure supplies from the regional warehouse through which it may most economically be done. Space will be secured in a region by issuance of invitations for bids upon specifications approved by the Administrative Services Division in Washington. Bids will be approved and contracts let in Washington for the present, but authority for approving bids for contracts under \$500 will be delegated when the regional offices are staffed to handle this work. Authority to negotiate contracts for securing utilities services will also be delegated subsequently. All requests for equipment will come to the Administrative Services Division in Washington because of the need for obtaining priorities. Duplication of regional documents will be done in the regions as much as possible and all distribution of regional documents will be handled through the regional office. All orders for printing and binding services will come to Washington because of the necessity for central approval. In unusual circumstances emergency printing and binding may be carried out in the field in conformance with

laws permitting such action and with the approval of the Administrative Services Division in Washington. Communications, messenger, and filing services will be maintained in the region in accordance with standards and recommendations established by the Administrative Services Division in Washington. Chiefs of the Administrative Services Divisions will maintain inventories of equipment and supplies located in the regional and field offices. Administrative service functions will be conducted in each region for all AMA activities in that region.

All personnel, records, files, and equipment now utilized in carrying out these activities in the present regions and field offices of AMA shall be transferred to the Regional Administrators. This transfer shall be worked out by the Assistants to the Regional Administrators in cooperation with the persons who are at present in charge of these activities in the field. These transfers shall be made on September 15, or as soon as possible thereafter.

Fiscal

Authority is hereby delegated to the Regional Administrators to conduct fiscal activities for the programs under their supervision, for such other programs in their regions as the Fiscal Branch in Washington shall determine. The regional Fiscal Divisions will be responsible for keeping accounts which will show the status of funds, including commitments, obligations, and balances. These accounts shall reflect both administrative and program expenditures, except for lend-lease program expenditures. (Lend-Lease accounts shall continue to be kept in the New York Program Accounting office.)

Regional Fiscal Divisions shall be responsible for assembling budget information and for reporting to the Regional Administrator on the status of allotments and expenditures. They shall also be responsible for preparing pay rolls and arranging for the distribution of all salary checks.

Regional Fiscal Divisions shall be responsible for all audit functions in their regions, including the accounts of AMA activities and the accounts of all agencies handling AMA funds. However, disbursements in connection with field activities which are now audited in the Washington office of the Fiscal Division will continue to be so audited. The present district audit offices will be consolidated with the regional Fiscal Division offices in all cases where, in the judgment of the Regional Administrator and the Chief of the Washington Fiscal Branch, this will contribute to the efficiency of the operations of the audit function in the region. As provided by law, the individual bonded certifying auditors have sole responsibility for all certifications for payment.

Standards for performing fiscal functions in the regions will be set by the Fiscal Branch in Washington to assure sufficient uniformity in the conduct of these activities. All personnel, records, files, and equipment now utilized in carrying out these activities in the present regions and field

offices of AMA shall be transferred to the Regional Administrators. This transfer shall be worked out by the Assistants to the Regional Administrators in cooperation with the persons who are at present in charge of these activities in the field. These transfers shall be effective on September 15, or as soon as possible thereafter, except that the allotments and accounts shall be transferred effective October 1, as provided in a separate memorandum.

Roy F. Fendrickson
Administrator

UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

September 12, 1942

ADMINISTRATOR'S MEMORANDUM NO. 2

Supplement K

Delegation of Authority for Distribution Programs in the Field to Regional Administrators

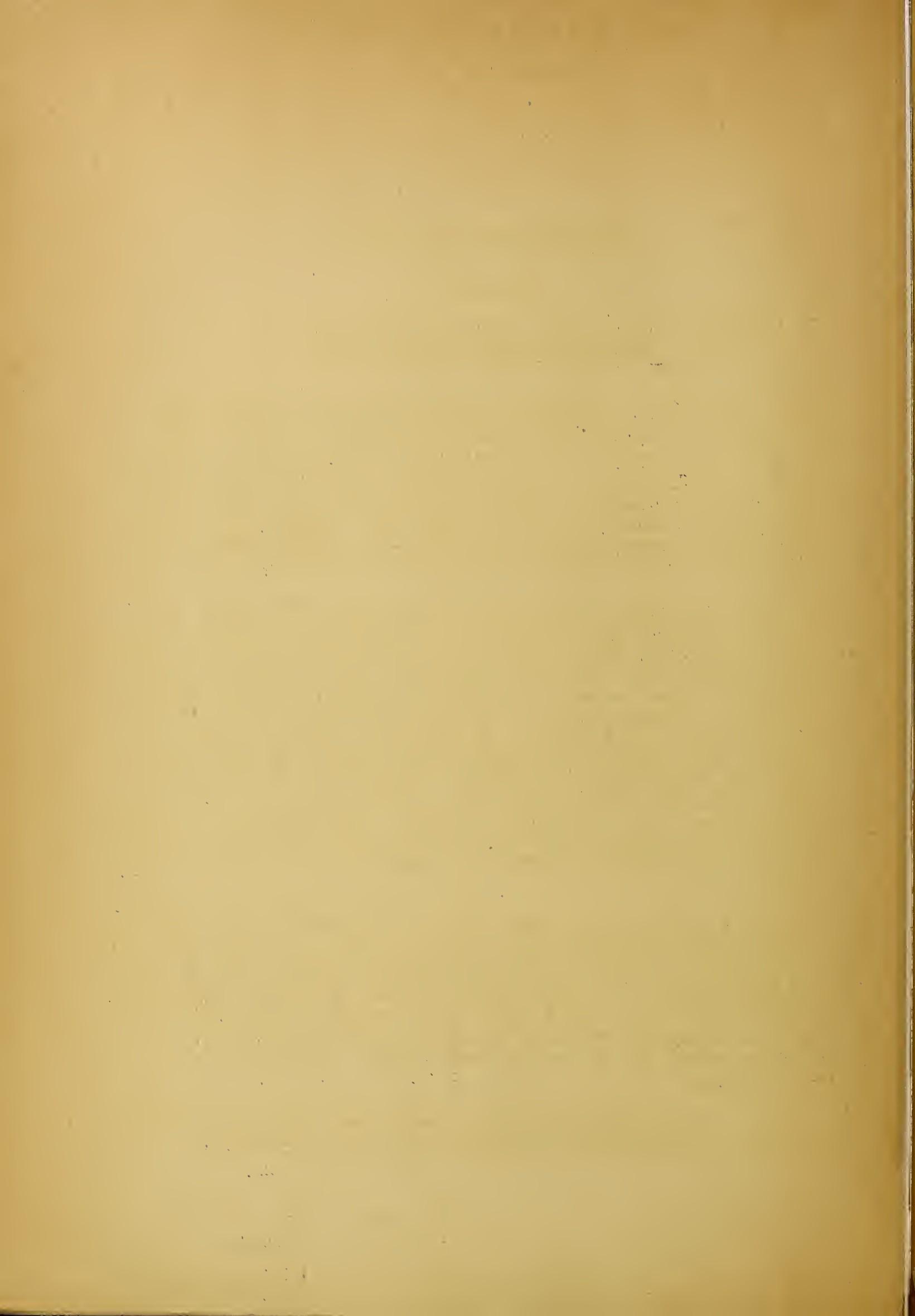
Effective September 15 the supervision and direction of the field activities of the Distribution Branch are assigned to the Regional Administrators pursuant to the provisions of Administrator's Memorandum No. 2, Supplement I. As of the above date the present regional boundaries are abolished and all personnel, properties, files, and records shall be transferred to the appropriate Regional Administrator. The division of personnel, property, files, and records shall be approved by both of the Regional Administrators affected in each case.

All duties, responsibilities, functions, and authorities previously exercised by the Regional Directors of the Distribution Branch in operating the school lunch, school milk, food stamp, and direct distribution programs in the field are hereby delegated to the Regional Administrators. These include, in addition to general administrative responsibility, the authority to execute sub-agreements under agreements executed by the Washington office of the branch with States regarding the operation of the programs; the authority to sign agreements in the name of the Administrator with sponsors of school milk programs; the authority to enforce the regulations of the stamp plan and as they apply to food dealers to issue orders and denials, to disallow payments to dealers presenting false claims, and to issue orders for reinstatement if the retailer has been out of the program 90 days or more.

The Regional Administrator shall conduct the distribution programs in accordance with such policy, methods and procedures as have been or may be prescribed by the Chief of the Distribution Branch. However, all significant changes in program policy shall be approved and announced by the Administrator. The Chief of the Distribution Branch shall provide for a continuing review of the program operations from the Washington office and may require such reports and records as he shall deem necessary.

The Chief of the Distribution Branch shall approve the designation of the Chief of a Distribution Division in each of the regions.

Roy F. Hendrickson
Administrator



UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

September 15, 1942

ADMINISTRATOR'S MEMORANDUM NO. 2

Supplement K

Revision 1

Delegation of Authority for Distribution Programs in
the Field to Regional Administrators

Effective September 15 the supervision and direction of the field activities of the Distribution Branch are assigned to the Regional Administrators pursuant to the provisions of Administrator's Memorandum No. 2, Supplement I. As of the above date the present regional boundaries are abolished and all personnel, properties, files, and records are transferred to the appropriate Regional Administrator. The division of personnel, property, files, and records shall be approved by both of the Regional Administrators affected in each case.

All duties, responsibilities, functions, and authorities previously exercised by the Regional Directors of the Distribution Branch in operating the school lunch, school milk, food stamp, and direct distribution programs in the field are hereby delegated to the Regional Administrators. These include, in addition to general administrative responsibility, the authority to execute sub-agreements under agreements executed by the Washington office of the branch with States regarding the operation of the programs; the authority to sign agreements in the name of the Administrator with sponsors of school milk programs, and to sign the certificates as the representative of the Secretary of Agriculture on vouchers filed in connection with claims for payment under the program.

Also included in the Regional Administrators' responsibilities is the authority to enforce the regulations of the food stamp program and, as they apply to food dealers, to issue Citations to Show Cause, Findings and Determinations, orders denying participation, and/or disallowing payment on improper claims supported by food stamps, orders dismissing proceedings, and orders of reinstatement, and to designate administrative examiners to conduct interviews or appearances in accordance with the applicable Rules of Procedure and Practice.

The Regional Administrators are hereby authorized to designate any officer or employee of the Agricultural Marketing Administration in their respective region to perform any of the above functions. Copies of all designations shall be forwarded to the Chief of the Distribution Branch in Washington.

APPENDIX D
REGULATIONS OF THE ARMY AIR FORCE
IN ARTICLES - 2, 3, 4, 5, 6, 7, 8, 9,
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The Regional Administrator shall conduct the distribution programs in accordance with such policy, methods and procedures as have been or may be prescribed by the Chief of the Distribution Branch. However, all significant changes in program policy shall be approved and announced by the Administrator. The Chief of the Distribution Branch shall provide for a continuing review of the program operations from the Washington office and may require such reports and records as he shall deem necessary.

The Chief of the Distribution Branch shall approve the appointment of the Chief of the Distribution Division in each of the regions.

Administrator

F-331

UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

September 12, 1942

ADMINISTRATOR'S MEMORANDUM NO. 2

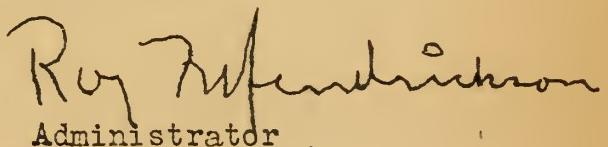
Supplement L

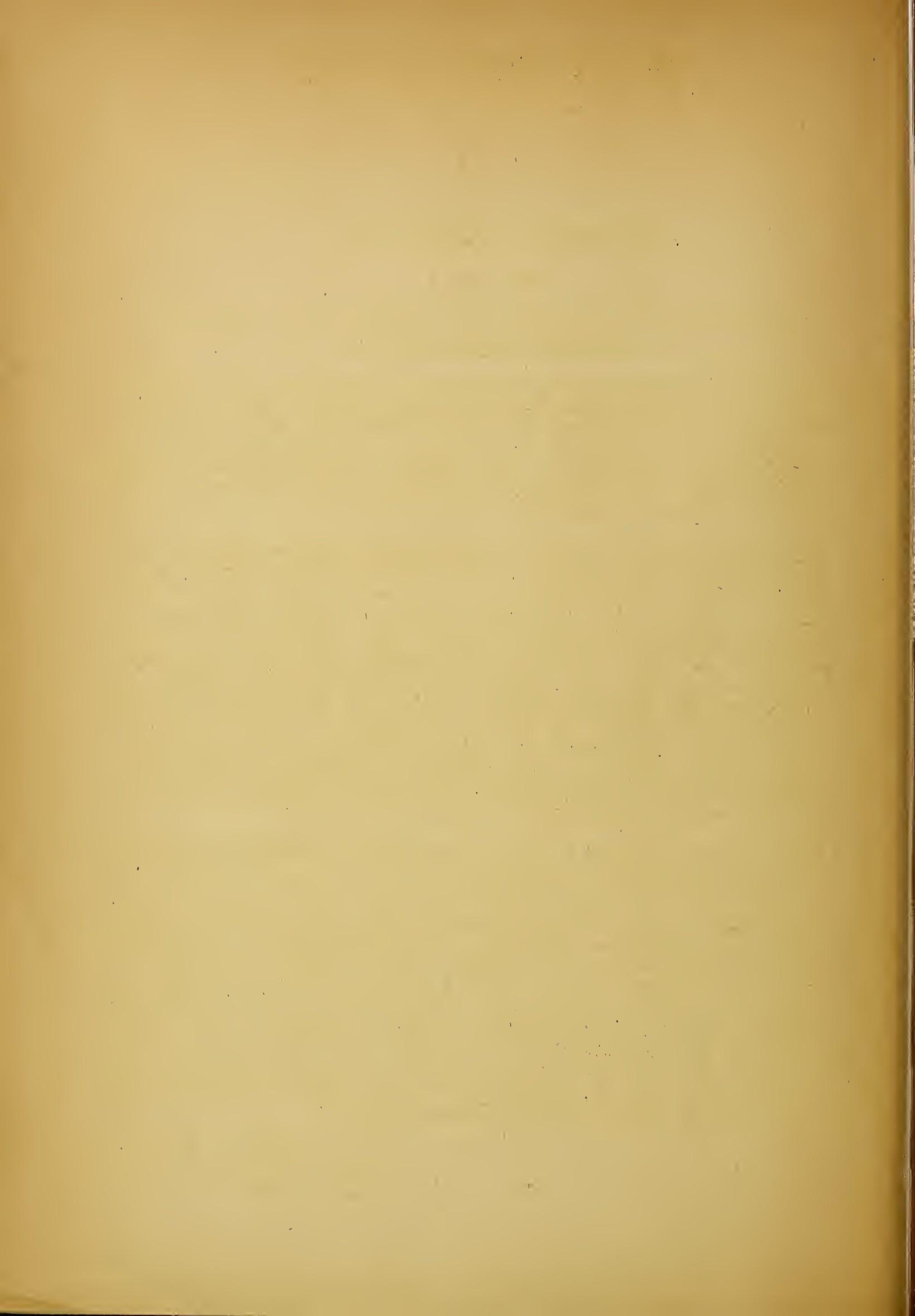
Establishment of, and Delegation of Authority for, Regional
Marketing Reports Division

Administrator's Memorandum No. 2, Supplement I, establishing the regional organization of the Agricultural Marketing Administration provides that, effective September 15, the Regional Administrators will assume responsibility by appropriate delegation for the conduct of marketing reports and other informational activities in their regions. Therefore, these functions are hereby delegated to the Regional Administrators and shall be performed by a Division of Marketing Reports.

Under the general policy direction of the Marketing Reports Division in Washington and under the supervision of the Regional Administrator, the Chief of the Marketing Reports Division in each region will direct within the region a program of public reporting for AMA, including informing the public in general, and farmers, farm and trade organizations, marketing specialists, consumers and other governmental agencies in particular, of the policies, programs, and services of the Administration through current informational releases, special reports and other media. He will direct and coordinate within the region the issuance of current market news and other marketing reports of a regional or local nature, and the Victory Food Special program of encouraging the commercial movement of farm products that are in heavy supply. He will also maintain liaison with other Government informational agencies in the area.

In performing these functions, the Marketing Reports Division in the region will have the responsibility for reviewing and editing special reports, releases, prepared talks, radio scripts, and other materials designed for public dissemination, and for making determinations with respect to their preparation and publication. Likewise, all matters relating to the preparation of radio transcriptions, film strips, movies, exhibits and other visual aids, including arrangements for obtaining photographs from commercial concerns or other Federal agencies, and determinations as to the distribution of AMA publications and visual aids should be referred to and cleared by the Marketing Reports Division in the region. However, nothing in this supplement shall be construed as changing the provisions contained in Administrator's Memorandum No. 2, Supplements E and G, except that Regional Administrator shall be substituted for Regional Director.


Roy W. Fendrich
Administrator



UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

September 12, 1942

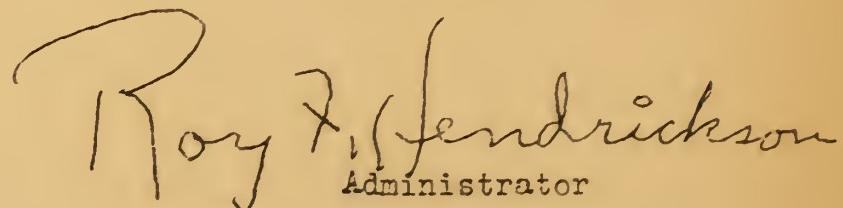
ADMINISTRATOR'S MEMORANDUM NO. 2

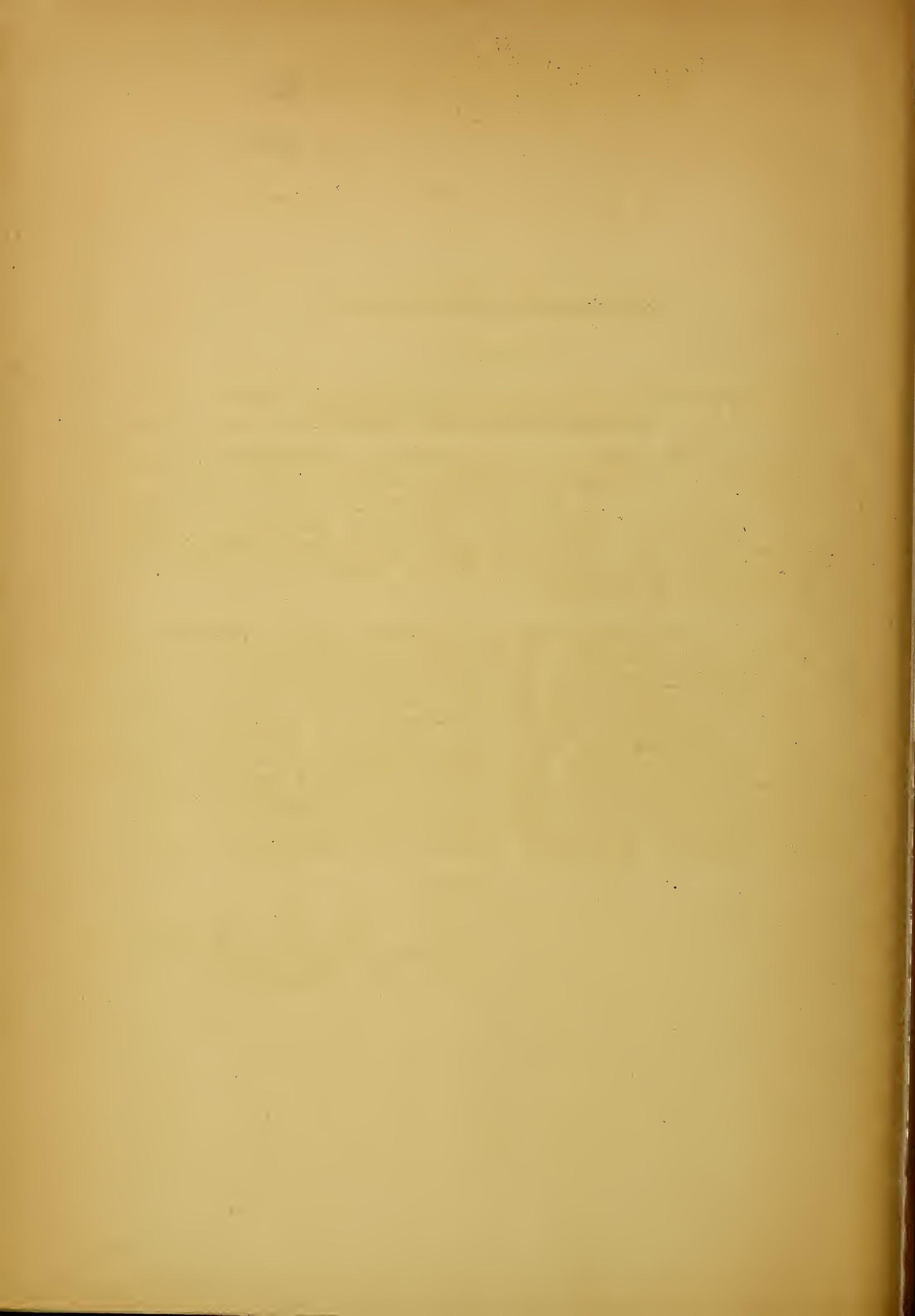
Supplement M

Establishment of, and Delegation of Authority for, Regional Program Analysis and Appraisal Division

Administrator's Memorandum No. 2, Supplement I, establishing the regional organization of the Agricultural Marketing Administration, provides that, effective September 15, the Regional Administrators will assume responsibility by appropriate delegation for functions in the field of program analysis and appraisal. Therefore, these functions are hereby delegated to the Regional Administrators and shall be performed by a Division of Program Analysis and Appraisal.

In addition to the responsibility for analyzing the total marketing picture in the region and appraising the effectiveness of AMA programs concerned with the problems involved in that total regional marketing picture, this Division shall secure for the Regional Administrators information regarding the various commodities produced or processed in the region, including processing, transportation, and storage facilities. The Division will obtain this information either from primary sources in the field or from the appropriate branches in Washington and will carry out assignments from time to time for the Program Appraisal Division in Washington. This division will assume the functions formerly exercised by the Economic Analysis Section in the regional offices of the Distribution Branch.


Roy P. Jendrickson
Administrator



UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

September 24, 1942

ADMINISTRATOR'S MEMORANDUM NO. 2

Supplement N

Establishment of Fiscal Branch and Realignment
of Fiscal and Planning Functions

Problems of fiscal policy, procedure and operations are becoming increasingly complex due to the great variety of marketing functions performed by the Agricultural Marketing Administration, the wide geographic area covered and an increase in the volume of purchases and sales of agricultural commodities. To provide closer coordination and direction of fiscal activities, both in Washington and in the Field, there is hereby established a Fiscal Branch.

The Fiscal Branch shall consist of four Divisions, namely, an Organization Division, a Budget Division, an Accounting Division and an Audit and Fiscal Examination Division. The Chief of this Branch, under the direction of the Assistant Administrator in charge of administrative and management functions, shall serve as Fiscal Officer of the Administration, advise the Administrator's Office and the Regional Administrators on organizational, fiscal and sales policies, and be responsible for the fiscal work of the Administration and for handling fiscal matters with other agencies.

The functions of the Organizational Analysis Unit of the Administrator's Office are hereby transferred to the Organization Division which shall be responsible for analyzing the functions and work load of the Agricultural Marketing Administration and for developing and proposing plans of administrative organization on the branch, division and section levels to equalize stresses and promote efficiency.

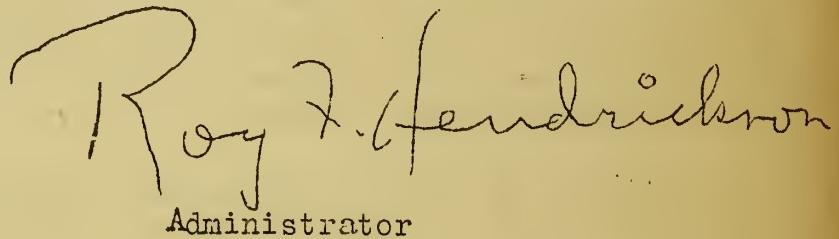
The functions of the Budget Section of the Budget and Accounting Division are hereby transferred to the Budget Division, which shall be responsible for proposing and perfecting the financial plans of the Administration, for the development of programs from the fiscal standpoint, giving due consideration to the availability of funds and the accounting and auditing requirements of the programs, for analyzing the requirements of and allotting funds to the programs and organizational sub-divisions of the Administration, for compiling statistics on sales prices and costs of sales, and for the preparation and submission of budget forms and reports.

The functions of the Accounting Section of the Budget and Accounting Division, and the functions of the Audit Division in connection with the administrative review and certification of cash vouchers, are hereby transferred to the Accounting Division. This realignment will

- 2 -

make possible the elimination of a duplicate set of files on authorizations, contracts, obligation documents and cash vouchers, relieve the Branches, other Divisions and outside agencies of the necessity of maintaining contact with two Divisions of the Administration on fiscal operational matters, and centralize responsibility for all fiscal work of an administrative nature. All operations of the Fiscal Branch, as distinguished from staff work, will be performed in the Accounting Division. The functions of the Accounting Division shall be to maintain the books of account of the Administration, handle collections, cash transfers and other fiscal operations, perform custodial work, prepare payrolls, certify obligations for payment and prepare and submit accounting reports showing the status of allotments and funds and the results and trends of operations.

The functions of the Audit Division in connection with the audit of the books of account of the Administration and of outside agencies as required, are hereby transferred to the Audit and Fiscal Examination Division. It shall be the function of the Audit and Fiscal Examination Division to make periodic audits of the books of account of the Administration and fiscal examinations of other operations of the Accounting Division, both in Washington and in the Field, to insure that fiscal policies and procedures of the Administration are being followed and that the technical work of the Accounting Division is being conducted in a proper manner, and to submit reports and recommendations on the results of such audits and examinations.



Roy F. Hendrickson
Administrator

UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

September 30, 1942

ADMINISTRATOR'S MEMORANDUM NO. 2

Supplement O

Organization of the Dairy and Poultry Branch

Effective immediately the operations of the Dairy and Poultry Branch of the Agricultural Marketing Administration will be administered through the following organization:

Tom G. Stitts, as previously announced, will be Chief of the Dairy and Poultry Branch. William D. Termohlen and William C. Welden will serve as Assistant Chiefs of the Branch. Mr. Termohlen will be assistant chief in charge of poultry and Mr. Welden will be assistant chief in a general capacity.

The Dairy and Poultry Branch will be made up of five operating divisions: Inspection and Grading Division, Market News Division, Marketing Agreements Division, Poultry Products Division, and Dairy Products Division.

The Inspection and Grading Division will be headed by Roy C. Potts as chief. This division will be charged with all inspection and certification of dairy and poultry products in conformance with Federal grades and standards. Much of its work during the emergency will involve inspection and grading of the large volume of these products purchased by the Agricultural Marketing Administration for lend-lease and other war uses.

Leon M. Davis will be chief of the Market News Division. The primary responsibility of this division will be the collection and dissemination, under the general policies of AMA, of market news on all dairy and poultry products.

The Marketing Agreements Division will be responsible primarily for administering the provisions of the Agricultural Marketing Agreement Act for dairy and poultry products, with chief emphasis on the Federal milk marketing orders. For the time being, Mr. Welden will direct the activities of this division. Paul L. Miller will serve as assistant chief of the division. The Marketing Agreements Division will also be concerned with other activities of AMA as they affect fluid milk marketing, particularly in the areas covered by Federal orders.

Mr. Termohlen will be chief of the Poultry Products Division as well as assistant chief of the branch in charge of poultry. Joseph W.

Kinghorne will be assistant chief of this division. The Division during the emergency will concentrate on the responsibility of AMA to secure the production and purchase of the poultry products needed for war uses. It will also be responsible for the development of market grades and standards, for securing the adoption of improved marketing practices and techniques, for marketing research, and for all other marketing activities of AMA involving all products of the poultry industry.

The Dairy Products Division, in a similar way, for the period of the emergency, will be concerned primarily with purchase and diversion programs, processing and production facilities, and other marketing problems for the dairy products needed for emergency uses. Dr. Stitts will direct the activities of this division for the time being. Harlan J. Emery will be assistant chief of the division. The functions of this division will also include activity on market grades and standards, marketing methods and practices, and other marketing activities of AMA for all dairy products, particularly the manufactured products such as butter, cheese, evaporated milk, and powdered or dry milk products.

Roy T. Fendrickson

UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

October 6, 1942

ADMINISTRATOR'S MEMORANDUM NO. 2

Supplement P

Allocation of Warehousing Functions Between Transportation
and Warehousing Branch and Purchase Branch

Both the Transportation and Warehousing Branch and the Purchase Branch have responsibilities regarding warehousing activities. In general the work of the Purchase Branch in this field is the handling of commodities acquired in connection with the purchase programs administered by the A.M.A., whereas that of the Transportation and Warehousing Branch covers the handling of all farm products for all producers, shippers, and handlers.

To avoid overlapping of activities on the warehousing of AMA-owned products, the following delineation of functions is made:

1. Effective immediately the Transportation and Warehousing Branch will conduct initial and follow-up inspections of warehouse facilities and warehouse handling of AMA products, giving reports on these inspections to the Chief of the Purchase Branch. These inspectors will likewise in the course of their inspection work give attention to finding warehouse buildings that might be leased by the Purchase Branch, informing that Branch of any suitable buildings so located. The Transportation and Warehousing Branch will also take the initiative in formulating storage programs in anticipation of storage needs and availability of space.
2. The Purchase Branch has the sole responsibility for ordering products into and out of warehouses, requesting bids on storage rates, preparing contracts, arranging for payment of storage charges and negotiating for the lease of warehouse or storage space. Wherever possible the Purchase Branch will use those storage facilities previously inspected by the Transportation and Warehousing Branch. This Branch will inform the Transportation and Warehousing Branch of the names and locations of the warehouses under contract to the Agricultural Marketing Administration. The Purchase Branch will also make available to the Transportation and Warehousing Branch records pertaining to commodities in warehouses and rates being paid for storage.

UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

October 1, 1942

OPERATIONAL INSTRUCTIONS NO. 18

Supplement D

Revision 1

To: Branch and Division Chiefs and Regional Administrators

Subject: Travel

Sub-Subject: Delegated Authority for Regional Travel Authorizations

The following delegations of authority to approve letters of authorization for all travel performed under the supervision of the Regional Administrators of the Agricultural Marketing Administration are hereby established effective October 1, 1942.

Authority to Direct Travel

Subject to the limitations prescribed by the Regulations of the Department, and in accordance with applicable statutes, existing Government regulations, and related procedures, Regional Administrators, Assistant Regional Administrators and Assistants to the Regional Administrators are hereby granted authority to authorize all travel, transportation and other necessary expenses within their Regions and to such points as may be necessary between Regions and to Washington, D.C., and to delegate authority to their subordinates to authorize travel within their Regions to the extent necessary for good administration. This delegation of authority does not in any way affect non-regionalized branches and/or divisions until further notice.

Proposed authorizations for the personnel of any regions to perform travel beyond the continental limits of the United States (not authorized by existing regulations), require approval by the office of the Secretary, and shall be forwarded through the offices of the Regional Administrators to the office of the Assistant Administrator in Washington for necessary approval or concurrence. Assignment of numbers and evidence of encumbrance shall be effected in the Regions before the authorizations are submitted to Washington.

Operational Instructions No. 18, except as outlined above, shall be followed in all cases in the Regions; officials of the Regions shall be substituted for those in Washington where the latter are mentioned in these instructions. All letters of authorization for travel issued to personnel under the supervision of the Regional Administrators prior to October 1, 1942, shall continue to be in effect as prescribed in the original letters of authorization; beginning October 1, 1942, they shall be prepared and approved in accordance with the above instructions.

F-516

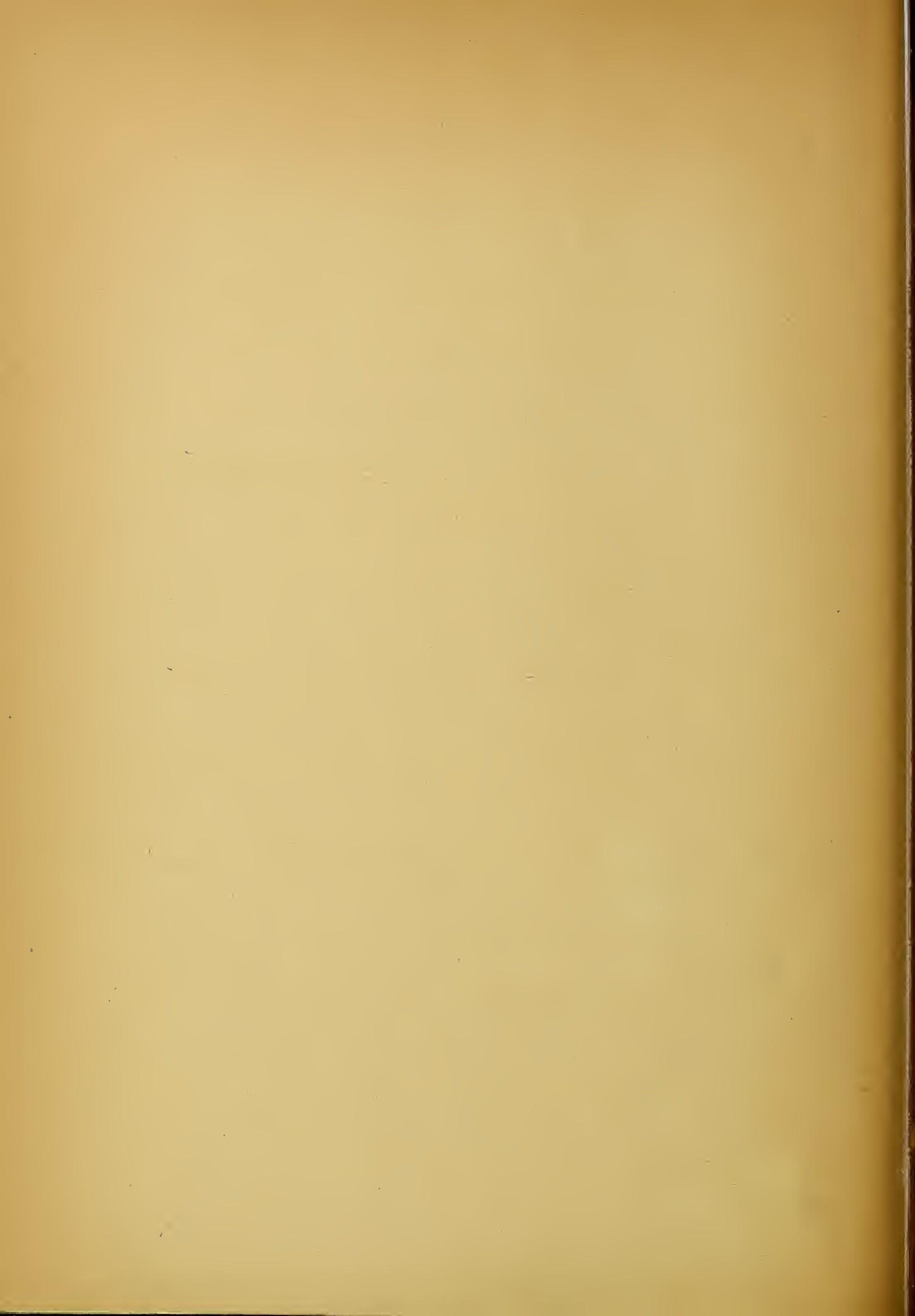
Roy T. Hendrickson
Administrator

Of course the two Branches are expected to work closely together in developing and executing a sound warehousing program and all information available to one should be equally available to the other. Such inspections of warehouse facilities and warehouse handling of AMA-owned commodities as are now being made by the Purchase Branch may continue until such time as the Transportation and Warehousing Branch is equipped to handle the duties herein assigned to it. The transfer of such personnel as may be agreed upon by the Chiefs of these two Branches is hereby authorized.

Roy T. Fendrickson

Administrator

F-321



UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

October 29, 1942

ADMINISTRATOR'S MEMORANDUM NO. 2

Supplement Q

Reassignment of Functions of the Purchase Branch

Experience indicates that we can further increase the efficiency of AMA by fixing more definitely responsibilities in the various organizational units.

Effective November 2, therefore, the Purchase Branch is abolished and its functions transferred as follows:

(a) Appropriate units of the commodity sections of the Procurement Division, together with their present functions, personnel, files and records, are transferred to the appropriate units of the commodity branches as listed below:

1. Appropriate units of the Fruit and Vegetable Section to the Fruit and Vegetable Branch and the Special Commodities Branch hereinafter established.
2. Appropriate units of the Meats, Meat Products and Miscellaneous Section to the Livestock, Cotton, Tobacco Branches and the Special Commodities Branch.
3. Appropriate units of the Sugar, Fish and Oils Section to the Fruit and Vegetable, Livestock Branches and the Special Commodities Branch.
4. Appropriate units of the Grain, Feed and Seed Section to the Grain, Feed and Seed Branch and the Special Commodities Branch.
5. The Dairy and Poultry Section to the Dairy and Poultry Branch.
6. Appropriate units of the Contracts Section to the appropriate commodity branches and the Fiscal Branch.

In all instances in which it is necessary to divide an organizational unit between two branches, individual personnel assignments will be made by a committee composed of the chief of the organizational unit being transferred and the chief or chiefs of the affected commodity branches. Due consideration of the needs of the Special Commodities Branch for personnel shall be given. These committees will be chairmanned by Capt. Ralph Olmstead, Assistant Administrator, assisted by Mr. Harry Dunkleberger, Chief of the Organization Division, Fiscal Branch. A supple-

ment to this memorandum specifying such specific personnel assignments will be issued by the Administrator incorporating the agreements reached.

(b) The functions, personnel, records and files of the Custody and Disposition Division of the Purchase Branch are assigned to the Transportation and Warehousing Branch. Assigned to assist Mr. Crow during the transitional period in this transfer is Mr. J. P. Hatch, Assistant to the Administrator. It is imperative that AMA be able at all times to report quickly and accurately all the commodities available or to become available under contract and to move them to port or other destination promptly. The Custody and Disposition Division has complete authority and responsibility for obtaining delivery orders and for ordering commodities purchased to storage or to other destinations; for receipt, transportation and other handling of all goods purchased, including arrangements for delivery with vendors under contracts, and including port condition matters and all port operations. This responsibility will include providing storage space for commodities purchased and being accountable for all commodities purchased.

The chiefs of each commodity branch shall designate a liaison representative to work with the Transportation and Warehousing Branch. The functions of these liaison representatives shall be to speak fully for the commodity branch in all matters pertaining to procurement, shipping, storing, and all other procurement activities concerning both the commodity branches and the Transportation and Warehousing Branch. Each commodity branch shall notify Mr. Crow of these designations by November 5. In turn Mr. Crow is expected to designate for the custody and disposition work of his branch such liaison men as are necessary in order to insure close collaboration between purchasing, transportation and storage activities. In this connection the commodity branches having responsibility for purchases are directed to give consideration, as an item of costs in purchasing, to transportation costs measured both in the sense of direct financial transportation charges and also to contributing to the economy of transportation for the country as a whole. In other words, for example f.o.b. cost product Cleveland plus transportation to New York should be measured against not only f.o.b. cost Lincoln, Nebraska, plus transportation to New York, but definite preference should be given, unless transportation facilities at that time are not overcrowded, to the shortest hauls.

(c) The appropriate field functions, personnel, records and files of the Purchase Branch involved in procurement operations are transferred to the appropriate regional offices. Appropriate field functions, personnel, records and files of the Purchase Branch involved in custody and disposition operations are hereby placed under the direction of the Transportation and Warehousing Branch.

The Washington functions, personnel, records and files of the Division of Field Operations are transferred to the Transportation and Warehousing Branch.

(d) The functions, personnel, records and files of the Division of Program Planning and Operations of the Purchase Branch are hereby assigned as follows:

1. The Lend-Lease Section, the Territorial and Caribbean Section, and the Distribution and War Relief Section are transferred to the Office of the Administrator, reporting to Mr. J. P. Hatch, Assistant to the Administrator:

- a. Russian Program - L. N. Swenson
- b. British Program -
- c. Caribbean and T.E.P. Programs - Paul Petzoldt
- d. Red Cross, Refugee Relief, Civilian Defense, War Relocation Programs and the Office of the Coordinator of Inter-American Affairs - J. Leo Hood
- e. Army and Navy and others (Sales and Transfers) - J. P. Hatch

These officers will serve as program liaison men in the best sense of the word. Since each program of the AMA is the direct concern of all branches, it is desirable that some one official be available to handle special problems arising in the various areas of our operation. These liaison men will not develop staffs nor will they assume direct operating responsibility. Their work is not in substitution for but in addition to the program-work of the several branches. They are to remain free to exercise initiative, to discuss the many phases of each program with persons and groups outside the Administration, and to follow through on special problems. They are expeditors.

2. The inventory and availability reporting functions together with appropriate personnel, records, etc., are transferred to the Transportation and Warehousing Branch. The Transportation and Warehousing Branch has complete responsibility and authority as indicated before for reporting availability. The function of the Analysis and Reports Section in so far as it concerns the consolidation of availability reports from the Transportation and Warehousing Branch, requirements reports and statistics from the Assistant Administrator in charge of Requirements, and reports of purchase from the various commodity branches, is transferred to the Administrator's Office. An appropriate unit under the direction of Dr. Norman Leon Gold will be responsible for the consolidated reports. The function of the Analysis and Reports Section of providing estimates of cost for supplying commodities is transferred to the Fiscal Branch. The procurement analysis functions of this section are transferred to the appropriate commodity branches.

3. The Contractors Services Section is transferred to the Assistant to the Administrator in charge of Priorities, Mr. J. B. Wyckoff. It is suggested that specifications for containers in announcements and contracts be cleared with Mr. Wyckoff's office. Discussions with other officers of the Department and the government should be cleared through his office.

4. The function of establishing, defining and interpreting the authorities under which AMA purchase programs are operated is transferred to the Program Services Division hereinafter established in the Fiscal Branch. The function of conducting general studies of purchase procedure in the various commodity branches both in Washington and in the field is transferred to the Organization Division of the Fiscal Branch. The service with respect to advising on and clearing contract forms for commodity branches will be supplied by the Program Services Division.

The commodity branches will have complete responsibility for the initiation, formulation and execution of all purchase programs, decentralizing progressively as much as possible of the operation to our regional offices. These functions include maintaining at all times complete and reliable information on current and anticipated requirements for their commodities for all programs, present and prospective production needs, available and projected processing facilities, supplies on hand, and anticipated volume of imports and exports, AMA and other governmental and non-governmental inventories and location of supplies. In addition the commodity branches will maintain up-to-date technical data on price trends and the general economic situation for their commodities, purchase specifications and containers suitable for each commodity. The commodity branches will receive requisitions from the Assistant Administrator in charge of Requirements, Mr. Holt, and will have from that point complete responsibility for meeting requirements and contingency reserves, initiating such action as is necessary to assure the allocation of funds for contingency reserves. The commodity branch of course is expected to plan for the future and to maintain so far as possible adequate inventories of commodities. It is expected to take the initiative in seeking, where needed, such procurement aids as WFB orders, rationing, etc.

It will be the direct responsibility of the chief of the commodity branch concerned if AMA fails to purchase any requirements needed for the war effort.

When on the basis of a requisition or a known future requirement a decision is made to purchase, the commodity branch will issue its own purchase announcements and make determinations including the amount to be purchased, price specifications on commodity and container. Each commodity branch shall consult with the Custody and Disposition Division of the Transportation and Warehousing Branch with respect to delivery terms of all contracts. The commodity branch will receive offers to sell and accept or reject such offers. If a contract is to be entered into the commodity branch will determine the contract award and execute the contract, employing the method of purchase considered necessary. It will notify the Transportation and Warehousing Branch and the Program Services Division of the Fiscal Branch at once. The commodity branch will be responsible for inspection of the commodities which it has purchased. It will be responsible for amendments to contracts and assessing damages wherever a vendor fails to fulfill contractual obligations. It is axiomatic that authority and responsibility in any governmental operation go hand in hand. The intent of this memorandum is to establish clearly

and succinctly that commodity by commodity the branches of A&I have complete authority and complete responsibility. It is expected of course that chiefs of commodity branches or other officials in such branches will, whenever there is a need, consult the Administrator or an appropriate member of the Administrator's staff, but this consultation is not to become a formalized method of seeking "approval" of its actions, thereby transferring responsibility to someone else.

This substantially increased delegation of responsibilities to the commodity branches must be matched by a will on their part to re-delegate authority within the branches. The chiefs of the commodity branches are hereby authorized to execute contracts and amendments thereto. It shall be the policy for branch chiefs, in turn, to delegate this authority to employees of the branch responsible for negotiating contracts and for related operations under contracts. The execution of contracts should not be a perfunctory act but should be performed by individuals having first hand knowledge of the negotiations. Employees to whom authority has been delegated by the branch chief to execute contracts should sign such contracts in their own names rather than in the name of the branch chief.

Particular effort should be made to delegate functions that can best be carried on in the field to regional administrators. Work in the field of market news, inspection and regulatory work can and should be similarly decentralized. The same principle is applicable to the Transportation and Warehousing Branch. If necessary to accentuate this desirable trend, a limit on further expansion of personnel at Washington will be established.

Under Section 32 purchase programs, the commodity branches will have complete responsibility at the Washington level for formulating programs upon the recommendation of the regional administrator or other sources. When the need to purchase has been determined in the commodity branch and the program is formulated, the commodity branch will confer with the Distribution Branch and the regional administrators on the prospects of the program, supply information on the probably areas of purchase, quantities to be purchased, and other relative material. For weekly or other periodic purchase and shipping plans the commodity branch will obtain preliminary information on available supplies, prices, quality, and recommendations from the regional office and, after consultation with the Distribution and Transportation and Warehousing Branches, will complete the purchase plans for that period and send the approved purchase and shipping plans to each regional office as well as to the Distribution Branch. The Distribution Branch in cooperation with the Transportation and Warehousing Branch will determine delivery orders assignable to each region, and instruct the regional offices accordingly.

The functions of the Assistant Administrator in charge of Requirements, as outlined in Administrator's Memorandum No. 3, Supplement M, are hereby amended by the above assignment to the Commodity Branches of responsibility for announcements of requests for bids, contract awards, negotiated purchases, amendments to contracts, damages where the vendors are unable to fulfill contractual obligations.

Appropriate personnel, records and files of the office of the Assistant Administrator in charge of Requirements relative to the budgetary and financial phases of Lend-Lease purchase operations are transferred to the Budget Division of the Fiscal Branch. Thus relieved of routine, the Assistant Administrator in charge of Requirements will be enabled to enlarge his activities with respect to: (1) ascertaining all overall requirements as far in advance as possible and communicating these promptly to the appropriate commodity branch, the Transportation and Warehousing Branch and the Assistant to the Administrator in charge of Liaison Relationships; (2) guarding AMA against any lag in efforts to seek appropriate regulatory measures to aid our procurement efforts; (3) seeing that AMA needs for national and international allocations are cleared up promptly with the Foods Requirements Committee of WPB and the Combined Food Board; (4) studying and recommending to the Administrator changes in purchase methods reflecting the rapid changes now under way; (5) constantly examining the synchronization of purchasing and shipping and recommending to the Administrator changes in either, recognizing our changing capacity to produce and process foods. The commodity and other branches shall supply him with such reports as he may require to facilitate analysis.

There is hereby established within the Fiscal Branch a Program Services Division. It shall be the function of this Division to estimate costs in connection with filling requisitions and with the establishment of prices for the sale and transfer of inventories. This Division shall also be responsible for the function of establishing, defining and interpreting the authorities under which AMA purchase programs are conducted; for advising and clearing contract forms for the commodity branches; for advising on and establishing within the commodity branches a uniform contract handling and clearance function and for providing other related program services. Mr. J. W. Stewart is designated Chief of the Program Services Division.

A large number of commodities require more intensive attention than they are now receiving and accordingly a Special Commodities Branch is hereby established which shall have for the commodities transferred and assigned to it the same responsibilities as commodity branches have for the commodities remaining assigned to them.

This branch will have complete responsibility for the initiation, formulation and execution of all purchase programs as delegated to other commodity branches in this memorandum for the following: fish, including the Icelandic program; fish oils; vitamins and vitamin products; enzymes; coffee; tea; sugar, corn sugar, corn starch, and related products except honey including the Santa Domingo and Haitian contracts; vinegar and condiments; spices; finished jams and jellies; beverages, except milk; baking powders; baking soda; salt; Army biscuits; yeast; bananas; cocoanuts; pharmaceuticals; carotene; chocolate; cocoa; gelatin, and other miscellaneous items purchased by AMA not now falling properly in the present commodity branches. In addition this branch shall have responsibility for carrying out, subject to existing agreements or agreements hereinafter entered into with the Commodity Credit Corporation, all purchase programs with respect to any commodities purchased outside the United States, its territories and insular possessions. When the commodity is one regularly assigned another

branch, the Special Commodities Branch shall of course consult the appropriate branch in formulating the program but the actual purchase operation shall be performed by the Special Commodities Branch. This includes purchases of dried fish in Newfoundland, Canada, the Bahamas or elsewhere, purchases of foodstuffs in the Dominican Republic and Haiti for export to Puerto Rico and the Virgin Islands, purchases of pickled beef in Cuba and any other similar purchases assigned to AMA. The Special Commodity Branch shall also have responsibility at the Washington level for the purchase of foodstuffs produced in Puerto Rico and the Virgin Islands pursuant to the cooperative agreement between the Secretary of Agriculture and the Secretary of the Interior.

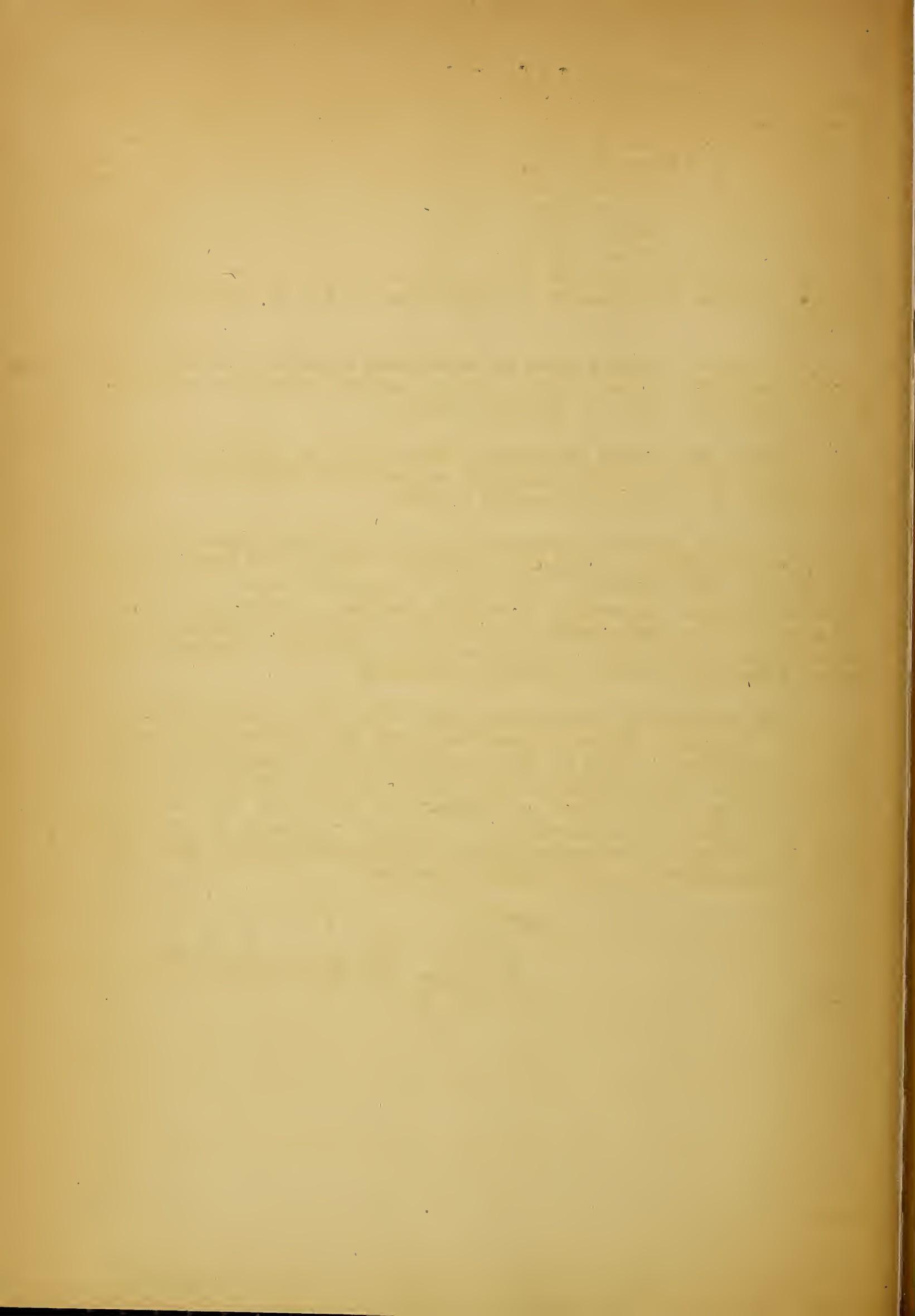
In order to avoid setting up duplicating inspection services, the Special Commodities Branch shall as far as possible arrange for inspection by the established staffs of existing branches.

Within the Special Commodities Branch there is established the Fish Products Division which shall have as its responsibility the planning and execution of the fish procurement program.

Mr. H. C. Albin is designated Chief of the Special Commodities Branch. Gordon Peyton is designated Assistant Chief of the Special Commodities Branch. Mr. Lawrence T. Hopkinson is designated Chief of the Fish Products Division. The present functions, personnel, records and files concerned with the above-mentioned commodities shall be transferred from the branches in which they are now located to appropriate divisions in the Special Commodities Branch, herewith established.

The Sub-Committee on Shipping which meets with representatives of the Soviet Government Purchasing Commission and the British Food Mission will be reorganized in view of the re-alignment of the functions of the Purchase Branch. Each Commodity Branch Chief will appoint a suitable member to serve on this committee, notifying J. P. Hatch, who will continue to act as Chairman of the Committee. The person designated by the Commodity branch as Liaison to the Transportation and Warehousing Branch shall act as the representative on the shipping committee.

A handwritten signature in cursive ink, appearing to read "Roy F. Fendrickson".



UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration.

November 9, 1942

ADMINISTRATOR'S MEMORANDUM NO. 2

Supplement R

Commodity and Program Review Meetings

Because of the widespread nature of our activities, we must rely on a great deal of joint committee work in order to push ahead on our assignments and to keep ourselves mutually informed on the most recent developments. Aside from the meetings currently being held, I would like to recommend that the following should be scheduled in my office:

1. Periodic meetings on over-all commodity reviews. Such meetings are designed to make possible a very broad survey of the prospective food supply situation in relation to requirements of the military forces, civilians, and the United Nations, and to include definite suggestions in the way of management, regulation, purchase and storage for a considerable period ahead. These meetings cannot be scheduled regularly, but should take place periodically as special problems develop.
2. Program review meetings. At these meetings we should look at individual programs, frequently in cooperation with the representatives of the particular missions or agencies, for the purpose of discussing periodic changes in total annual requirements, the three month forward shipping program, and the shipping and requirements program for the balance of the year. I believe we need one meeting a month on this for each of the following: The U.S.S.R. program; the British program; the Caribbean and Territorial Emergency Program; Army, Navy, and other cash sales; and Red Cross Refugee Relief, Civilian Defense and other programs.

I would like to request that, in addition to his other duties, Norman Leon Gold, Special Assistant to the Administrator, be charged with responsibility for planning and programming these meetings, which should be designed so as to economize the time of the Administrator and his staff, as well as the Commodity Branch Chiefs and their associates.

The over-all review meetings should be planned in close collaboration with the Assistant Administrator in charge of requirements, as well as the Commodity Branch members involved. The individual program review meetings should be developed in collaboration with the Assistant Administrator in charge of requirements, the various program liaison representatives, the Commodity Branch heads, and the members of the particular agencies involved.

The basic raw material for the over-all commodity reviews will generally

be Review Tables No. 1 and 2, with which you are already familiar. For the program reviews, tables comparable to those used for the monthly British program meeting should be established and satisfactory summaries and agendas should be provided through the Report Coordination and Analysis Unit in Mr. Gold's office.

Roy T. Hendrickson

Administrator

F-338

UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

December 3, 1942

ADMINISTRATOR'S MEMORANDUM NO. 2
Supplement S

Basic Reports on Supply and Distribution of Commodities

Basic reports on the supply and distribution of commodities in connection with the various AMA programs shall be issued in accordance with the following schedule and arrangement.

Report No. 1 - Monthly Report on Total AMA Purchases, Stocks, and Clearances:¹/ This report is to be issued soon after the first of each month by the Reports Coordination & Analysis Unit. Distribution is currently planned as follows:

Fruit & Vegetable Branch - Mr. Neal - 1 copy
 Mr. Rubel - 4 copies for distribution
Livestock Branch - Mr. Reed - 1 copy
 Mr. Ferger - 4 copies for distribution
Dairy & Poultry Branch - Mr. Stitts - 1 copy
 Mr. Dey - 4 copies for distribution
Grain, Feed, & Seed Branch- Mr. Murphy - 1 copy
 Mr. Blackmore - 4 copies for distribution
Special Commodities Branch- Mr. Albin - 1 copy
 Mr. Gorthoff - 4 copies for distribution
Cotton Branch - Mr. Robinson - 2 copies for distribution
Tobacco Branch - Mr. Gage - 1 copy
 Mr. Shohan - 1 copy
Distribution Branch - Mr. Kunkel - 2 copies for distribution
Fiscal Branch - Mr. Robertson - 4 copies for distribution
Transportation & Warehousing
Branch- Mr. Crow - 1 copy
 Mr. Quinn - 4 copies for distribution

Marketing Reports Division- Mr. Sandstrom - 2 copies for distribution
Program Appraisal Division - Mr. Reed - 2 copies for distribution

Administrator's office:

Mr. Hendrickson - 1 copy
Mr. Kitchen - 1 copy
Captain Olmstead - 1 copy
Mr. Holt - 1 copy
Dr. Waugh - 1 copy
Dr. Gold - 1 copy
Mr. Hatch - 1 copy

1 For additional copies or information concerning it, call Mr. A. J. Quinn, Extension 3090, Transportation and Warehousing Branch.

-2-

Report No. 2 - Monthly Report on Requirements and Availability:

This report is a detailed breakdown of uncleared stocks as at the first of each month and outstanding unfilled program or mission requirements for three months in advance, and the balance of the fiscal year.

It is issued by the Reports Coordination & Analysis Unit on about the third of each month.

Following receipt of this report each commodity Branch will use it as a basis for allocating inventory to the various programs or missions, in accordance with Administrator's Memorandum No. 15, Supplement B. This may be done by filling in the blank columns with appropriate figures, notes and comments.

Two copies, with allocation indicated should be forwarded immediately to Mr. Crow's office (Transportation & Warehousing Branch) on the day following receipt of the report, or as soon thereafter as possible. These copies then become the guides for indicating "availability" to the various programs or missions in monthly shipping reports and program reviews. For this reason, it is imperative that the allocation be made as rapidly as possible and be made available to the Transportation & Warehousing Branch immediately thereafter so that the month's shipping schedules can be established. In addition, one completed copy should be distributed to Mr. Hatch and Dr. Gold. /1

If, during the month, conditions arise which seem to necessitate a revision of the allocation to meet emergency requirements, the Commodity Branch concerned should be consulted immediately and upon a decision to make the revision, the Transportation & Warehousing Branch should then be notified by a written amendment so that an appropriate change in availability to those missions concerned can be made on shipping reports and program reviews currently in issue.

The procedure of allocating uncleared stocks through the use of Report No. 2 although at best a rough estimate, nevertheless provides at least a general basis for planning commitments to programs.

Distribution of the original reports is as follows:

Commodity Branches - 10 copies each
Transportation & Warehousing Branch -
 5 copies
Cotton Branch - 5 copies
Tobacco Branch - 5 copies

/1 For details concerning this procedure call Mr. Lee Dake, Extension 3607 and 3608. For additional copies of the report call Mr. A. J. Quinn, Extension 3090.

Administrator's office:

Mr. Hendrickson - 1 copy
Mr. Kitchen - 1 copy
Captain Olmstead - 1 copy
Mr. Holt - 1 copy
Dr. Gold - 1 copy
Mr. Hatch - 5 copies

Redistribution by each Commodity Branch of reports with allocation noted as follows:

Transportation & Warehousing - Mr. Crow - 4 copies
Dr. Gold - 1 copy
Mr. Hatch - 1 copy

Report 3-A (B,C, etc. etc.) - Weekly Report on the Monthly Shipping Schedules:

These shipping schedules provide a basis of discussion in the Sub-Committee meetings on Shipping and are prepared specifically for those meetings. They represent our monthly commitment on "availability" of AMA stocks to each mission or program (as outlined by the Commodity Branches in Report No. 2), and provide each week a recapitulation of our progress in delivering those available commodities to ports. Ten copies are prepared by the Shipping Section of the Transportation and Warehousing Branch for distribution at each committee meeting. In addition, summaries of these (30 copies) are prepared for use in the Administrator's office.^{/1}

Report 4-A (B, C, etc.) - Program Reviews:

In accordance with Administrator's Memorandum No. 2, Supplement R, program reviews covering three months in advance and the balance of the year are scheduled in the Administrator's office for major programs. In preparation for these meetings, Program Review Reports will be prepared for the immediate succeeding three months' period, month by month and the balance of the fiscal year, covering requirements and availability (as allocated in Report No. 2 and amendments) appropriate for each program, and conforming as to "availability" in the current month with the "availability" shown in the current Shipping Schedule (Report 3-A (B, C, etc.).

Using these reports as a guide, each Commodity Branch will prepare a statement for discussion at the Program Review Meeting of "anticipated availability" which it is believed can be applied against shortages appearing on the Program Review Report. These reports are prepared by the Reports Coordination & Analysis Unit, generally from the 15th to the 25th of each month.^{/2}

^{/1} For additional copies, call Mr. A. J. Quinn, Extension 3090.

^{/2} For information on procedure call Lee Lake, Extension 3607 - 3608.
For additional reports call A. J. Quinn, Extension 3090.

Distribution will be as follows:

Mission or Agency (where included) - 10 copies
Food Commodity Branches - 6 copies
Cotton Branch - 2 copies
Tobacco Branch - 2 copies
Distribution Branch (when Section 32 program being reviewed - 4 copies

Administrator's office:

Mr. Hendrickson - 1 copy
Mr. Kitchen - 1 copy
Mr. Holt - 2 copies
Captain Olmstead - 1 copy
Dr. Gold - 1 copy
Appropriate liaison man - 2 copies

Report No. 5 - Monthly Commodity Review Table.

Report No. 6 - Quarterly Commodity Review Table.

These reports prepared by each Commodity Branch in part from information secured from Report No. 1 provide a long-term and short-term forward purchase plan for each commodity. These are to be used, among other things, for the commodity review meetings to be scheduled periodically with the Administrator in accordance with Administrator's Memorandum No. 2, Supplement R.

They are to be distributed by the Commodity Branches on or about the 17th of each month as follows:

Mr. Hendrickson - 1 copy
Mr. Kitchen - 1 copy
Captain Olmstead - 1 copy
Mr. Holt - 1 copy
Dr. Gold - 1 copy
Transportation & Warehousing Branch (Mr. Crow) - 1 copy
Consumer's Council Division
(Mr. Donald E. Montgomery) - 1 copy

Report No. 7 - Monthly Report on Inventory of GCP Purchases.

This report provides a detailed statement of uncleared stocks by location, grade, and type of package. It is prepared by the Records & Report Section of the Transportation and Warehousing Branch and is issued approximately the 17th of each month./1

Distribution is as follows:

Commodity Branches - 6 copies each
Transportation & Warehousing Branch - 20 copies
Fiscal Branch - 2 copies

/1 For information or additional copies call A. J. Quinn, Extension 3090.

Administrator's office:

Mr. Hendrickson - 1 copy
Mr. Kitchen - 1 copy
Captain Olmstead - 4 copies
Mr. Holt - 2 copies
Dr. Gold - 1 copy
Mr. Hatch - 5 copies

8. Special Reports:

Lend Lease Goals and Shipments is issued by the Reports Coordination and Analysis Unit on Thursdays for the Secretary and the Administrator's office (14 copies). The covering letter to accompany this report will be prepared by Mr. Dake for clearance through Dr. Gold's office.

Clearances of Foodstuffs to the U.S.S.R. under Lend Lease is issued by the Reports Coordination and Analysis Unit on the 10th of each month for the office of Lend Lease Administration and the Administrator's office (14 copies). The covering letter will be prepared by Mr. Dake for clearance through Dr. Gold's office.

Monthly Reports on Purchases and Deliveries. At the end of each month each Branch shall provide the Marketing Reports Division with a summary of all its purchases during the month, showing for each commodity the quantity and f.o.b. cost for the month, and cumulative figures since the beginning of the expanded purchase program in March 1941. The data for the monthly report on deliveries to the United Nations for shipment will be provided by the Reports Coordination and Analysis Unit.

Standard Practices & Procedure

1. All reports will be prepared in accordance with standard commodity groupings and, wherever practicable, commodities for a particular branch will be shown in separate sections. These separate sections will be distributed to appropriate Commodity Branches and Commodity Units within the Transportation & Warehousing Branch.
2. Distribution to appropriate offices within the Regions is the responsibility of each Branch receiving a report. It is expected that requests for additional copies will be made in advance of the preparation of the reports.
3. Report forms and definitions will be in accordance with standards already agreed upon.
4. In the interests of uniformity, all commodity coding or abbreviating will be done in the Records and Reports Section of the Transportation & Warehousing Branch.
5. All reports will be prepared through the use of a standard table of conversion factors.
6. No other reports on the subjects covered by these basic AMA reports should be used internally. If the need for any additional regular report seems imperative, it should be referred to Norman Leon Gold for discussion and determination.
7. All reports are secret and confidential and are not for public distribution. Individual missions or agencies should receive only the specifically agreed upon reports.
8. From time to time it becomes necessary to prepare special summaries of data of particular interest in connection with some specific function of the AMA. Stock position or individual commodity inventory reports are reports of this type. They can be prepared for Commodity Branches, upon request, by the Records & Reports Section of the Transportation & Warehousing Branch.

However, due to the difficulty involved in making special reports, requests for these reports must be held to a minimum. Such special reports must never interfere with the regular reports outlined here. /1

Operating Data Correlated with Reports:

1. Purchase Abstracts

These abstracts provide the basic information from which all of the reports described above are derived. They are also the principal source of purchase data from which the Marketing Reports Division makes its

/1 Where necessary, such special requests should be made through A. J. Quinn, Extension 3090.

highly important day-to-day summaries for press releases and market information. Finally, these abstracts form the link between the flow of operations between the Commodity Branches and the Transportation & Warehousing Branch.

For these reasons, it is absolutely imperative that abstracts be prepared with complete accuracy, the latter part of each day on all purchases made during that day and distributed immediately on the same day, or 9 o'clock the following morning as follows:

- 10 copies to Mr. Guthrie (Transportation & Warehousing Branch)
- 2 copies to Mr. Sandstrom (Marketing Reports Division)
- 2 copies to Mr. Robertson (Fiscal Branch)
- 1 copy to Mr. Joslin (Office of Asst. to Administrator Mr. Wyckoff)

2. Requirements and Requisition Data

As these data becomes available in the form of summary tables and daily information summaries, they will be distributed by the Office of the Assistant Administrator in charge of requirements (Mr. Holt), to all Commodity Branches, Dr. Gold's office, Mr. Hatch's office (Liaison) and to the Transportation & Warehousing Branch (Mr. Crow, Mr. Guthrie, Mr. Brock, Mr. Berwin - 1 copy each, Mr. Quinn - 2 copies).

Copies of the requisition data handled by the Assistant Administrator in charge of requisitions (Mr. Holt) will be forwarded immediately to Commodity Branches, the Fiscal Branch (Mr. Robertson), and to the Transportation & Warehousing Branch, (Mr. Guthrie, Mr. Quinn - 1 copy each).

3. Monthly Shipping Priorities are received from each of the major missions and become the principal guide for the month's shipping schedules. These are to be made available immediately upon preparation by the program or mission to Mr. Hatch's office for distribution to the Transportation & Warehousing Branch through Mr. Brock. For this purpose, 5 copies are necessary, and they will be placed immediately in the weekly shipping reports.

4. Purchase Data

All Commodity Branches will be expected to prepare a Daily Summary of Purchase Announcements and a Weekly Purchase Calendar for distribution immediately upon release to the Marketing Reports Division - (Mr. Sandstrom's office - 2 copies), the Transportation & Warehousing Branch (Mr. Crow, Mr. Quinn - 1 copy each), Mr. Joslin (Mr. Wyckoff's office), and the Fiscal Branch (Mr. Robertson). The Daily Summary should be issued each day upon decision to release. The Weekly Calendar should be issued Monday morning.

AMA purchase announcements and purchase reports provide information needed by hundreds of producers and processors providing essential food-stuffs for war purposes. They must have such information promptly if they are to meet these needs. That is why AMA purchase announcements are mailed or wired to processors and marketing organizations all over the country, and copies made available to trade papers and the general press. Our detailed purchase reports serve as a market guide to more than a thousand vendors.

The cooperation of producers and processors in providing foodstuffs, particularly on the part of average-size concerns, is due in substantial measure to the fact that detailed information on each purchase is reported. This is a service which the rank and file of processors usually do not get from the Government. It is evidence to them that even in time of war democratic government is capable of equity and fair play in dealing with business people.

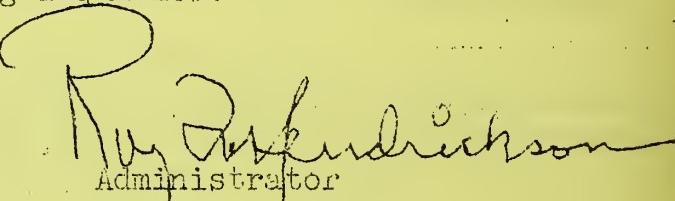
Every time we do not report a purchase, or if we delay unnecessarily in getting out purchase information, we run the risk of breaking down this cooperation and the confidence in AMA operations which has been built up through our methods of purchase and the prompt reporting of purchase information.

To continue the effectiveness of the purchase reporting system, it is important that the various Branches report their announcements of purchase intentions promptly and smoothly to the Marketing Reports Division, and to follow through in the same manner with the purchase abstracts and other information on which the detailed purchase reports are based.

Commodity

Each/Branch Chief should designate a liaison representative and an alternate responsible for providing the needed flow of announcements and purchase information to the Marketing Reports Division.

No release of purchase information should be made by Commodity Branches before the information has been posted by the Marketing Reports Division for the general press, and every effort should be made to use the Market Reports releases in answering inquiries.


Ray Dufordrickson
Administrator

UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

December 3, 1942

ADMINISTRATOR'S MEMORANDUM NO. 2

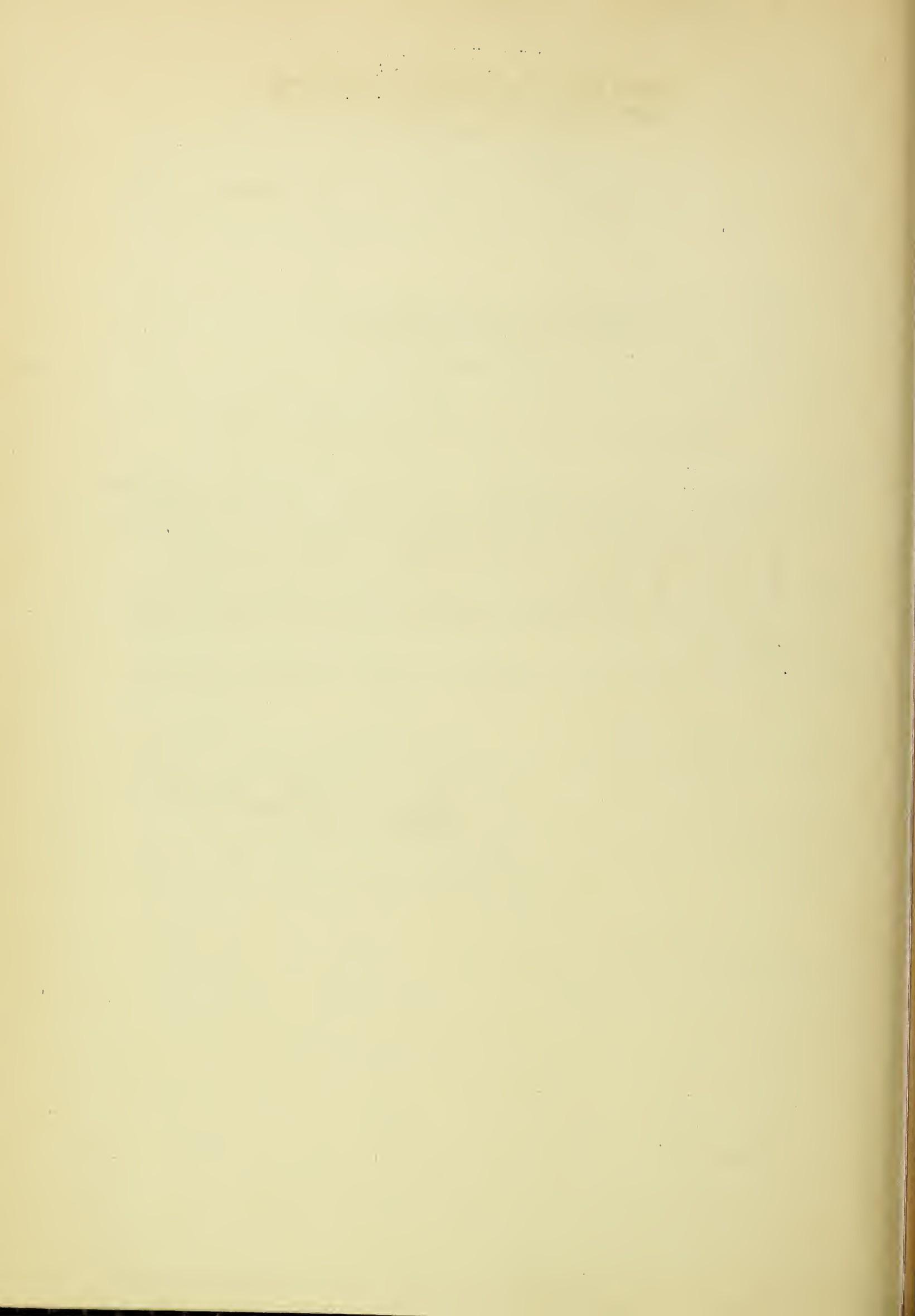
Supplement F ✓

Establishments of Pricing Division, Fiscal Branch

In order to properly emphasize and organize the pricing functions of the Agricultural Marketing Administration without detracting from program service functions which were assigned to the Program Services Division of the Fiscal Branch by Memorandum No. 2, Supplement Q, there is hereby established a Pricing Division within the Fiscal Branch, and the pricing functions are hereby transferred from the Program Services Division to the Pricing Division.

Mr. John F. Killea is designated Chief of the Pricing Division.

Ralph W. Filmer



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UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Marketing Administration
Washington, D. C.

December 30, 1942

ADMINISTRATOR'S MEMORANDUM NO. 2

Supplement U

Regionalization of Market News

Commodity branch chiefs and heads of the market news services in Washington recognize the need for coordinating the services in the field. The establishment of the Agricultural Marketing Administration regional offices has provided a mechanism for this coordination. Accordingly, as of January 1, 1943, each regional office is hereby charged with the responsibility of carrying on the routine market news work of the region. Market news men in each region will report to the Regional Administrator and will serve in an advisory capacity to the Regional Administrator in connection with commodity market news problems. As needed, they will devote a portion of their time to the development of plans to make market news more useful to farmers and others. They will assist in coordinating market news with other marketing activities in the region.

It is generally recognized that there are numerous matters of a national or inter-regional character both of a technical and general policy nature which must receive consideration at some central point. Direction of such matters which are of a technical nature remains in the commodity branches in Washington. For example, when a commodity originating in a particular region has a national market, data for the commodity should be obtained and reported on a comparable basis throughout the country. Assuring comparability will involve determination of the grades and classes in which a commodity will be reported. This must necessarily remain a primary responsibility of the market news men in the commodity branches in Washington. Of course, as in all such matters, the need for national comparability must be weighed against the special problems and requirements of the regions.

Matters of general policy supervision, national or inter-regional in character, will remain a function of the Marketing Reports Division in Washington. In these matters relating to coverage, style, traffic over the leased wire, and effective dissemination, central supervision is required to insure a vigorous and integrated national market news.

In summary, this delineation of the market news functions provides that:

- (1) The market news men in each region with the approval of the Regional Administrator will determine operation of their program so far as it concerns the region.

(2) The Regional Administrator will be responsible for the coordination and integration of the market news service in the region. Each Regional Administrator will have administrative authority over the market news in the region.

(3) The commodity market news men in Washington will provide technical direction on the particular commodities with which they are concerned.

(4) General policy supervision in national and inter-regional matters will remain the responsibility of the Marketing Reports Division.

(5) There will be many questions requiring close cooperation and consultation between the Regional Administrator and the commodity branches. This is a desirable and natural relationship. On such matters as the opening or closing of market news offices, shifting of field offices and the period of time during which an office shall be open, the Regional Administrator shall consult with the commodity branches who have a fund of knowledge gained through long experience.

To make it possible for the Regional Administrator to carry out his responsibility for market news in his region, (1) administrative instructions and directions to the market news men in the field should be transmitted through the Regional Administrator. (2) Where it is feasible, market news offices in the cities in which regional headquarters are located should be quartered in the regional office.

(3) Funds for market news shall be transferred to each region on the basis of the work to be done within each region during the fiscal year. Responsibility for expenditure of funds, of course, goes with the allocation of funds to the regions. (4) In cases where personnel is engaged part time on market news and part time in some other function, such as grading or inspection, the exact relationship between the Regional Administrator and such market news personnel shall be worked out in cooperation with the commodity branch concerned. (5) Where the work programs necessitate the inter-regional transfer of personnel, the details of the transfer shall be worked out between the Regional Administrators concerned. When they cannot reach an agreement, the matter shall be referred to the Market News Executive Committee for decision.

To consider market news policies which involve both the Marketing Reports Division and the commodity branches in Washington and to insure uniformity of directions to the field, there is established at the Washington level the Market News Executive Committee consisting of a representative of each of the commodity branches and a representative of the Marketing Reports Division. Mr. Newell will act as chairman.

Roy T. Hendrickson

Administrator